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Europe's Business Newspaper

FRIDAY, APRIL 19, 1994

DB523A

Premier and UN observers killed in Rwanda unrest

A spate of murder and pillaging in Rwanda yesterday claimed the lives of Agathe Uwilingiyimana, the prime minister, and three Belgians acting as military observers for the United Nations. The murders followed the assassination on Wednesday night of Juvénal Habyarimana, president of the impoverished east African country, together with Burundi president Cyprien Ntaryamira whose aircraft was hit by rocket fire as it landed at Kigali, capital of Rwanda. Page 4

Accord on 'smart' French M-armies French prime minister Edouard Balladur appears to have struck a compromise with President Mitterrand on nuclear weaponry that could head off the country's development of 'smart' atomic arms such as the long-range M5 nuclear missile. Page 14

Adams pessimistic on ceasefire Sinn Féin president Gerry Adams said he believed it was unlikely that the IRA would extend its 72-hour ceasefire which ended at midnight. Page 6

Worker rights' dispute ended The US and developing countries settled a dispute over workers' rights which had threatened to overshadow the signing of a global trade accord in Morocco next week. Page 14; So near, yet so far, Page 13; Dumping rules, Page 5

Moscow in disarray In the latest incident pointing to disarray in the Russian government, foreign minister Andrei Kozyrev denied that a presidential order had been issued setting up 30 military bases in former Soviet states. Page 2

Fears for Gascoigne over leg injury The career of Lazio and England footballer Paul Gascoigne, left, could be in jeopardy after the midfielder player broke his right leg in two places in a tackle during training. The same leg needed two operations three years ago after he tore knee ligaments at the start of an English FA cup final match.

Daimler slashes dividends Stark contrasts in Germany's financial and industrial sectors were highlighted with the announcement of a 35 per cent cut in Daimler-Benz's dividend and a 12.5 per cent increase at Dresdner Bank. Page 25; Markets, Section II

Amec, UK construction, engineering and property group, returned to the black last year, making pre-tax profits of £22m (\$36.8m). But chairman Sir Alan Cookson said the company was likely to remain difficult. Page 18; Lex, Page 14

BP bonuses under fire BP shareholders attacked incentive schemes for company managers at the oil company's annual meeting in London. Page 16

Invesco, international fund management group, reported annual profits sharply up to £33.4m (\$48.8m) after a year of worldwide restructuring and negative publicity in the UK. Page 23; Lex, Page 14

Highland Distilleries, Scotch whisky producer, has bucked the trend of falling profits in the industry lifting pre-tax profits by 10 per cent to £23.4m (\$34.2m) in the six months to end-February. Page 16

White House dilemma The White House wants to nominate Senator George Mitchell to the US Supreme Court while allowing him to remain Senate majority leader for the rest of the political year. Page 3

Run on escudo Portuguese prime minister Anibal Cavaco Silva was blamed for provoking an attack on the escudo by speculators. Page 2

Japan silent on N Korea threats The possibility that North Korea is developing nuclear weapons has stirred deep private concerns in Japan that are masked by a public calm. Page 4

Australia jobless total 'to fall' Australia is forecasting a fall in its unemployment rate to below 10 per cent by the end of this year after it fell to 10.3 per cent last month. Page 4

Dhaka protesters shot Bangladesh's main opposition leader Sheikh Hasina said six people were shot dead during anti-government rallies in Dhaka.

Out in the cold Disgraced skater Tonya Harding has been excluded from a White House reception for the US Winter Olympics team next week.

European trio plans replacement for Concorde

By Christopher Parkes in Frankfurt and Daniel Green in London

Europe's three leading aerospace groups are to join forces in a feasibility study for a supersonic passenger aircraft to succeed the Anglo-French Concorde.

British Aerospace, Aerospatiale of France and Germany's Deutsche Aerospace (Dasa) hope that their study will lead to the production of an aircraft for the second half of the next decade.

They will be seeking cash aid from national governments and from Brussels for the project, which is estimated to

cost the makers as much as \$15bn for a maximum demand of 1,000 aircraft. One company said the project, the European Supersonic Research Programme (ESRP), needed \$100m a year in initial investment.

Two of the three companies, BAE and Aerospatiale, designed and built the Concorde. While that project was loss-making and abandoned with only a handful built, the aircraft has proved a success for British Airways, which operates seven of the 100-seat aircraft.

The normal Concorde return fare between London and New York is more

than £5,000 (\$7,300) and the airline takes more than £150m a year in ticket revenues from its small fleet. Concorde is limited, however, to North Atlantic routes because of its 6,000km range.

Since the aircraft's development in the 1970s, the growth of Asian economies has created a market linking Europe and east Asia and across the Pacific, which requires an aircraft with greater range.

The outline specification for the ESRP calls for an aircraft with a range of 16,000km, seats for 350 passengers and a speed of Mach 2, twice the speed of sound.

BAE said that if the project went ahead, an aircraft could be flying by the second half of the next decade.

"We want to keep Europe's lead in supersonic passenger aircraft," the company said.

The ESRP companies would share research costs equally in the project, which would focus on materials, engines, systems and aerodynamics, according to Dasa, the loss-making Daimler-Benz subsidiary that holds the German stake in the European Airbus.

The three companies have been part of an international aircraft development study group embracing US, Japanese, Italian and Russian companies. Dasa said. But the trio has now decided to press ahead with its own design.

BAE said it spent less than £5m on pre-feasibility study research last year. It has been in discussion with the UK Department of Trade and Industry about assistance for the new project.

It said that research for the engine for a Concorde successor was "a parallel project" involving the UK company Rolls-Royce, one of the world's three main manufacturers of commercial aero engines.

Output rise confirms recovery of UK industry

Highest growth in Europe brings inflation warning

By Emma Tucker, Economics Staff, in London

The recovery in British industry strengthened decisively in February, as robust manufacturing growth helped push overall production back above its pre-recession levels.

The official figures published yesterday appear to lend weight to the government's assertion that the UK economy is growing faster than other developed economies in Europe.

The index of industrial production rose to 100.7, its highest since June 1980 when it peaked at 102.1. In the three months to February, the index - which covers manufacturing, and the energy and water sectors - was 0.6 per cent higher than in the previous three months. It was up 3.7 per cent compared with a year ago.

Manufacturing output rose a seasonally adjusted 0.6 per cent on the month, buoyed by healthy performances in the engineering and food sectors. The increase, which follows a 1 per cent rise in January, was well ahead of market expectations.

In the three months to February, output rose 0.8 per cent against the previous three months, to stand 3 per cent up on the same period a year ago.

According to calculations by the government's Central Statistical Office, manufacturing output is now rising at an annualised rate of roughly 3 per cent.

Signs of a clear revival in industry will hearten the UK government as new taxes on individuals - most of them effective this month - threaten to slow consumer spending, the strongest growing element of the economy.

The Treasury said the figures were "entirely consistent" with recovery across a broad front, and that it was particularly encouraged by a pick-up in output of goods used for industrial investment.

But yesterday's news of accelerating output was accompanied by a warning on inflation. A report from Income Data Services, a research company, said the majority of pay rises this year were ahead of the current inflation rate of 2.4 per cent.

IDS said that "a modest upward shift in pay settlements has been under way since the start of the year" with some firms paying higher bonuses and offering more overtime to staff.

On the London stock market, dealers took the view that the manufacturing output figures reduced the chances for a further cut in interest rates. However, yesterday's 2.5-point drop in the FTSE 100 share index to 3,129.0 was more a reflection of a general weakness in the US stock market than fears that lending

Continued on Page 14
Engineering, food boost output, Page 7
Lex, Page 14



Ehud Barak, Israel's chief of staff, wipes his eyes while speaking yesterday with prime minister Yitzhak Rabin (left) during a Holocaust Day ceremony in Jerusalem at the Yad Vashem Holocaust Memorial, following a second Palestinian terrorist attack in 24 hours. Picture: Reuters

Israelis seal off territories

By Julian O'Carroll in Jerusalem

Israel sealed off the occupied territories for an indefinite period yesterday, banning all Palestinians from entering Israel and East Jerusalem after a second Palestinian attack in 24 hours came as the country remembered six million Jews killed in the Nazi Holocaust.

The move cuts off tens of thousands of Palestinians from their jobs. It followed a warning by extremist Islamic groups, responsible for slaying eight Israelis in two separate attacks, that they would step up their violent activities and "continue in the path of blood and martyrdom".

President Bill Clinton condemned the Palestinian attacks as "acts of terrorism" aimed at stopping the Middle East peace process. The Palestine Liberation Organisation, in its first official comment said it regretted Wednesday's car bombing which left seven Israelis dead and urged Israel to implement the Israeli-Palestinian peace accord as soon

as possible. However, the US said last night it was not satisfied with the PLO's reaction to the murders and expected Mr Yasser Arafat, PLO leader, to condemn the killings.

Despite intense domestic pressure the government of Mr Yitzhak Rabin, prime minister, said it would continue peace talks with the PLO in Cairo on Sunday after observing the annual Holocaust memorial day and the Jewish Sabbath.

Israel's closure of the occupied territories was intended to calm growing public fears in the Jewish state of more bloody attacks

by Islamic groups seeking revenge for the February massacre of 29 Arabs by a Jewish settler in Hebron.

In the southern Israeli town of Ashdod, a Palestinian guerrilla of the Islamic Jihad group, who lived in a refugee camp in the Gaza Strip, yesterday sprayed a bus stop at a busy intersection with gunfire, killing an Israeli and wounding four.

Hamas called on Palestinians in the West Bank and Gaza yesterday to stock up on food and supplies and prepare for "an

Continued on Page 14
Israelis retrace Holocaust, Page 4

Bosnian Moslems call truce for talks

By Our Foreign Staff

Bosnia's Moslem leadership, under mounting diplomatic pressure to enter peace talks with its Serb enemies, yesterday announced a 24-hour ceasefire and said this was intended to pave the way for talks on a longer-term truce.

The gesture was rebuffed by Serb officials, who reiterated demands for an immediate start to talks on a permanent, general ceasefire.

The Moslem announcement signalled a retreat from its previous reluctance to enter peace talks while Serbs were in control of freshly acquired land around the Moslem enclave of Gorazde.

UN military officials could not confirm the new truce, saying they had issued ceasefire documents to both sides and were expecting an answer today.

General Sir Michael Rose, head of UN forces in Bosnia, shuttled between Serb and Moslem commanders but failed to settle terms on which they could meet yesterday afternoon at Sarajevo airport, as initially planned.

Another UN officer, Colonel Richard Pernoud, said the two sides might come together today.

Serbian forces have in recent days gained strategically important ground near Gorazde, and thus moved closer to their long-standing goal of unchallenged control of eastern Bosnia, which adjoins Serbia.

The Moslem leadership, whose

Continued on Page 14
Mostar divided by fear, Page 2

Findings on Aids drug AZT undermine Wellcome hopes

By Clive Cookson and Daniel Green in London

Results published today in The Lancet medical journal dash the hopes of Wellcome, manufacturer of the leading Aids drug AZT, that fresh data and analysis would vindicate the drug's benefits.

Full findings of the Anglo-French study of AZT confirm the preliminary ones that shocked the medical world a year ago. People who are infected with HIV derive no long-term benefit from taking AZT before they show any symptoms of disease.

The team of scientists from the UK Medical Research Council and France's National Aids Agency, who carried out the so-called Concorde study, conclude that "the results do not encourage the early use of AZT in symptom-free HIV-infected adults."

Concorde leaves more than

Further reports Page 7

10m people worldwide, estimated by the World Health Organisation to be HIV-positive but not yet suffering from Aids, without any proven treatment to delay symptoms.

The study allocated 1,749 patients at random into two groups, one taking AZT and the other a placebo. Their clinical progress was followed for an average of 3.3 years.

People on AZT were doing better than the placebo group after one year. But this "transient benefit" had disappeared by the end of three years, the Concorde scientists say.

Death rates after three years were 8 per cent for the AZT group and 6 per cent for the placebo group; 18 per cent of both groups developed full-scale Aids.

As the news of the study's contents was assimilated by the stock market, Wellcome's shares

fell 8p to 557p. They had stood at 782p before the preliminary results appeared a year ago.

Mr John Robb, chief executive, said the final outcome was neither a surprise nor necessarily bad for the drug. The company's strategy with the development of Aids treatments would continue unchanged, he said. The future lay in combining AZT with other drugs to contain the disease.

Several stock market analysts had miscalculated that the full version of the trials would at least soften the harsh preliminary conclusions.

The Concorde team is now following patients' progress for a further 15 months. "We are particularly interested in the mortality rates," said Professor Ian Weller, principal UK investigator. "We want to find out whether the trend to slightly higher mortality in the (AZT) group - 8 rather than 6 per cent - has persisted or even increased."

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OMEGA

THE LINK BETWEEN THE PAST
AND THE FUTURE



NEWS: EUROPE

Russian government in state of disarray

By John Lloyd in Moscow

The Russian government is displaying disarray at the highest levels, resulting in serious misunderstandings and even panic both within its own ranks and abroad.

A disputed presidential order on the establishment of Russian bases in the territories of the former Soviet states was yesterday the most recent of three incidents within a month which demonstrate either great disorganisation or malign meddling, or both, within the top administrative structures of the state.

These were, in reverse order: ● The official notification by Tass, the state news agency, of a decree said to have been signed on Wednesday by President Boris Yeltsin, establishing 30 military bases in neighbouring states, including Latvia - a decree whose existence was denied yesterday by Mr Andrei Kozyrev, the foreign minister. ● A statement on March 31 by Mr Vyacheslav Kostikov, the presidential press secretary, that Mr Yeltsin would not be ready to sign the Nato-inspired "Partnership for Peace" plan for six or seven months - which was finally denied the

next day by Mr Kozyrev, saying it would be signed later this month.

● The publication last month of a "coup plot" caused investigations of top ministers and is supposed to be the subject of continuing investigations.

The disarray becomes more obvious as pressure increases on the Russian president.

The Federation Council, or parliament's upper house, refused on Wednesday to confirm the resignation of Mr Alexander Kasanik, who left his post as state prosecutor in February in protest against pressure from Mr Yeltsin not to agree to the freeing of those jailed for their part in the parliamentary coup last October.

Mr Yeltsin says he will continue to regard Mr Alexei Ilyushenko as the acting state prosecutor, while the upper house points to the clause in the new constitution which gives it the right to appoint and release prosecutors.

The confusion over the bases came when Tass put out a statement on Wednesday that the president had signed a decree on the establishment of military bases, including in Latvia. The Latvian government immediately went into

emergency session, and a statement saying that the decree was in "sharp contradiction" to agreements between Russia and the Baltic states was read out on TV by Mr Georg Andreiev, the Latvian foreign minister.

Yesterday, Mr Kozyrev denied that the decree existed and likened it to the coup plot. He said it was a "provocation".

However, Mr Kostikov said that the decree did exist, but that "technical problems" with its phrasing had given the wrong impression to the Latvians, and that apologies had been made. He said the base referred to was Skrunda, a radar installation which both sides have agreed will be rented by Russia. A similar announcement was made by the defence ministry.

The issue of the withdrawal of Russian troops from the Baltics is a highly emotive one on both sides. The Estonian government yesterday accused Russian negotiators of reneging on their word to withdraw troops from its territory by August 31 - saying Russia had demanded that Estonia pay social security to the ex-servicemen and provide houses for the returnees in Russia.



Shareholders of Russia's Independent Oil Company protesting in Moscow yesterday for the return of their money. Company representatives sold \$50m worth of shares then disappeared

Ukraine faces confusion after elections

By Jill Bashay in Kiev

Ukrainians return to the polls on Sunday for the final round of their first post-Soviet parliamentary elections. Judging by the first round of voting last month, turnout will be high despite the fact that precious little clarity is likely to result from the effort.

The voting threatens to usher in a disorderly mix of opposing factions to replace the old guard of red barons and factory bosses.

As in the first round, there will be sharp regional divisions between roughly equal blocs of opposing western nationalists and eastern communists and support for a

large non-aligned, amorphous centre. The two most likely results, according to a western diplomat in Kiev, are "a leftist majority if the independents ally with them, or you'll have a Poland with 35 different parties and an absolutely incoherent picture".

As no obvious coalitions have yet begun to form, the composition of the new parliament could be a recipe for legislative deadlock on critical issues, from nuclear weapons and market reforms to alignment with Russia and the west. Of the 79 MPs who have already won their seats outright, their political orientations break down into neat thirds: 27 Communists and

Tension is rising in Crimea, the Ukrainian region with a Russian majority. The peninsula's president has sharply attacked Mr Leonid Kravchuk, the Ukrainian president, and reports in Moscow speak of more Ukrainian troops being moved into the area, writes John Lloyd.

Mr Yuri Meshkov, elected as head of the Crimean "state" on a ticket of closer union with Russia, said in a statement read on TV on Wednesday night that "Ukraine is being led by the most dangerous government in Europe". An apparently well-sourced report in the Moscow daily, *Sovodnya*, yesterday claimed that extra troops and intelligence officers were being drafted in to bring the strength of Ukrainian divisions there to over 50,000.

Socialist victors from Russian-orientated east Ukraine; 24 national-democrats and market reformers from west Ukraine; and 28 non-aligned independents.

In choosing among the more than 700 candidates competing

against each other. The handful of ultra-nationalist contenders are more preoccupied with creating a centralised, unified state for "Ukrainians only" than with the economy.

In the east and centre, communists, who would like to resurrect the old Soviet Union, are running against pro-Russian nationalists supporting economic union of the Moscow-led Commonwealth of Independent States. In 12 districts within the alling coal mining region of Donetsk, communists are directly competing against one another. The regionalisation of politics is a measure of the lack of a national vision.

"There is no clear national consensus and (President Leonid) Kravchuk has provided no leadership on this," said the western diplomat.

Nevertheless, the continued surprise of these elections has been the large voter turnout. This has made it probably impossible for Mr Kravchuk to declare the elections invalid and rule by presidential decree, as he has said he wanted to.

After the parliament is elected, the main issue on the national agenda will be whether early presidential elections will take place in June as agreed, or if the unpopular Mr Kravchuk will be successful in his attempt to postpone them and stay in power to 1996.

Against each other. The handful of ultra-nationalist contenders are more preoccupied with creating a centralised, unified state for "Ukrainians only" than with the economy.

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"There is no clear national consensus and (President Leonid) Kravchuk has provided no leadership on this," said the western diplomat.

Irish rail strike looms over plan to modernise

By Tim Coone in Dublin

A national rail strike is looming in Ireland in a dispute over modernisation and working practices. The country's main rail union yesterday recommended that its members take strike action to protest against the plan.

Irish Rail, the state-run rail company, is currently losing more than £70m (£88m) a year. Its management wants to introduce radical changes in out-moded working practices. Introduce modern and more powerful locomotives and rolling stock, one-man train operations, and new ticketing and signalling systems.

It is estimated that £800m needs to be spent on the Irish rail network to bring it up to modern EU standards. £275m is earmarked to be invested up to the end of the decade with the assistance of EU structural funds.

Some three years of negotiations between management and unions have failed to produce an agreement, however, and the proposals finally put to the company's 5,000 staff were rejected by the majority of them last month.

Last week, the company decided to push ahead with its plans and began suspending staff who refused to participate

in training programmes for the introduction of new technology.

Mr Tony Tobin, the senior negotiator for SIPTU, the main trade union involved in the dispute, blamed the management. "We believe there is still ground to be made by sitting round the table, but management have not used all the labour relations machinery available."

A management spokesman acknowledged this was the case, but said: "The last agreement took 18 months of talks. We have now sat through 14 Labour court conciliations and the proposals have been rejected by the unions. If we don't kick-start this programme, things will just drift and we could lose some of the European funds."

Staff were being balloted on a strike yesterday and the union expected early next week. If approved, a stoppage would follow seven days later.

Irish Rail carries 25m passengers a year and 3.3m tons of freight. In addition to disruptions for passengers, the principal cargoes that will be delayed by a strike are beer, cement, chemicals, mineral ores and concentrates and peat, around 85 per cent of which is import-export business.

Bosnian city divided by fear

Edward Mortimer and Laura Silber report on Mostar's uneasy peace

Mr Mehmet Muratovic shook with sobs as he walked from Moslem-held eastern Mostar towards his four-year-old grandson whom he had not seen in nearly a year although they had been separated only by a few streets of shattered buildings.

It was 10 am yesterday in the no man's land separating the Moslem and Croat-held parts of Mostar, the regional capital of southern Bosnia-Herzegovina, which until six weeks ago had witnessed some of the most ruthless fighting of the Bosnian war.

In May last year the Bosnian Croats, until then allied with the Moslem-led Bosnian government against the Serbs, stepped up their drive to form their own ethnically pure Croat state, of which Mostar was to be the capital.

But government forces dug in on the east bank of the River Neretva, and managed to hold a strip of the city centre on the west bank, despite the continuous Croat shelling which destroyed many of the bridges, including the historic 18th century one which gave the city its name.

But thanks to the agreement, signed in Washington on March 1, the fighting has now stopped.

Yesterday's tearful reunion of 25 divided families, the first of its kind, was a small step towards the federation which Moslem and Croats have

agreed, under strong US pressure, to establish. The Muratovics were among carefully sifted residents of each side who were allowed a two-hour meeting with relatives in a UN tent, encircled by barbed wire.

No man of military age could be included and no Bosnian citizen was allowed actually to cross from one side to the other. Although under the agreement, Moslems and Croats are now supposed to be

allies and fellow citizens, the Croat authorities insisted on these stringent rules.

Peering furtively from the ruins of an apartment block on the eastern side of the city - the nearest he was allowed - a Bosnian soldier gestured at his elderly mother to hold back her tears. Until one month ago, Croat forces were still rounding up Moslems living in western Mostar, firing on them as they were expelled across frontlines.

Possibly for fear of suffering a similar fate, six western Mostar residents who had obtained permission for the visit yesterday failed to show up, causing evident distress for their relatives who waited for them in vain.

Only those named on a pre-approved list were allowed to take part in the visit. Even small children had to be subjected to a careful body search by UN police.

The inhabitants of eastern Mostar looked thinner and wearier than their relatives from the opposite bank. Owing to the Croat siege, the eastern side has been without water

and electricity since last summer. Restoring utilities to the city is the most urgent task facing Mr Hans Koschnick, the former mayor of the German port of Bremen, who has been named by the EU as interim administrator of the city, an arrangement which is to last two years under the terms of the Washington agreement. Mr Koschnick, a social democrat, is expected to arrive on April 18.

Commander Esad Humo, who headed the defence of the mainly-Moslem eastern bank, said the last time he stood at that devastated spot was a year ago, when under enemy

fire, he drove a lorry to form a frontline barrier. The families had to make their way around the rusted remains of this lorry, loaded with rubble from which thistles and spring flowers had now sprouted.

General Sir Michael Rose, commander of UN forces in Bosnia, is due in Mostar today - his first visit since he arrived in the country in January. "It's six weeks too late in my opinion," said British brigadier Jerry Hulme, head of the regional office of the UN High Commissioner for Refugees. But, he added: "I am looking forward to seeing how my old pupil is getting on." (Big Hulme was formerly an instructor at the Staff College, Camberley.)

Until now, Gen Rose has focused mainly on the conflict between Moslems and Serbs, elsewhere in the country. Yesterday he was caught up with peace moves involving Serb and Moslem commanders near Sarajevo airport.

Brigadier Hulme is concentrating on making the family reunions in Mostar a daily occurrence.

That will go on until the two sides feel confident enough to restore free movement throughout the city, he said, as he walked back to the east bank, across the mangled remains of a bridge installed a year ago to replace one destroyed by the Serb-dominated Yugoslav Army when the war erupted in 1992.

EUROPEAN NEWS DIGEST

Italy's feuding victors meet

Italy's Northern League and the neo-fascist National Alliance - members of the right-wing alliance which won last week's election - held a surprise meeting yesterday to discuss federalism, the principal issue which divides them. Senior League politicians said Mr Umberto Bossi, leader of the federalist League, and Mr Gianfranco Fini, secretary of the National Alliance, did not talk about the post-election political crisis. This week Mr Silvio Berlusconi, leader of Forza Italia, the third member of the pact, suspended talks with his squabbling allies on forming a government. He will wait for Italy's presidential negotiations. The League said yesterday's meeting was a positive step, if only because the National Alliance - which favours a more centralised state - had agreed to discuss federalism. Mr Fini, however, said federalism was only acceptable as part of a presidential regime. *Andrew Hill, Milan*

Dutch millionaire is cleared

The Netherlands' first insider-trading trial ended yesterday with millionaire industrialist Mr Joep van den Nieuwenhuizen cleared of all charges over the sale of shares in HCS Technology in 1991. The judgment was a blow to the Justice Ministry which made the case a key test of the five-year-old insider-dealing law. Mr Van den Nieuwenhuizen, majority owner of the Begemund industrial group, was accused with two associates, Mr Leon Melchior and Mr Eric Albada Jagersma, of selling shares to drive down HCS's share price. The prosecution alleged they would then have been able to participate more cheaply in a share placing they knew HCS planned to make. But the court said that insider trading had not been proved because it was not obvious which way the HCS shares would move. *Reuter, Amsterdam*

Spain cuts mobile phone tariffs

Spain yesterday cut mobile telephone tariffs by 15 per cent, and delayed the award of a licence to a private cellular operator in move which will boost the market share of the state-owned telephone monopoly ahead of deregulation. The cheaper rates and a 60 per cent cut in subscription charges should boost sales of the analogue TMA cellular service offered by Telefonica, which is 32 per cent government owned, in advance of the introduction of the more modern GSM mobile telephony under a deregulation package. The government had originally promised to seek tenders for two GSM licences - one reserved for Telefonica and the other for a private operator - last year but the bidding terms have now been delayed indefinitely. *Tom Burns, Madrid*

Challenge to union candidate

Rival factions in Spain's General Workers' Union (UGT), the Socialist labour confederation, yesterday joined battle over a new leadership, at a time when the union's fortunes and its relations with the Socialist government are at a low ebb. A little-known unionist from Andalusia, Mr Candido Méndez, appeared well placed to take over the leadership at the end of the union's four-day congress on Sunday, as the chosen successor of the veteran Mr Nicolás Redondo. However, Mr Méndez faces a challenge from the more combative Mr Manuel Fernández, head of the UGT's powerful metalworkers' federation, who is strongly supported in the industrial and mining regions of northern Spain. *David White, Madrid*

Strikers bring Paris to standstill



Strikers in Paris yesterday brought the metro, bus and suburban railway systems to a virtual halt and caused massive traffic jams. The morning rush-hour saw tailbacks totalling 230km, and hundreds trying to cram on to the few trains running. Strikers were protesting against the planned transfer of responsibility for the RATP metro/bus and SNCF suburban railway systems from the central government, which subsidises them by FF5bn a year, to the Île-de-France region, comprising Paris and the surrounding area. Île-de-France said yesterday there was no question of privatising the public transport system, but workers fear it will introduce competitive tenders, demand productivity increases and raise fares to replace the government subsidy. *David Buchan, Paris*

Wales vetoes wage control law

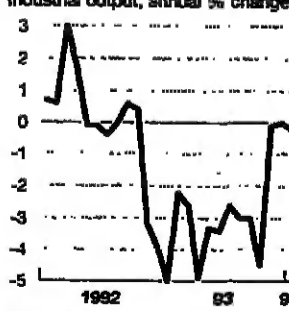
Poland's centre-left ruling coalition yesterday suffered a setback in a political tug of war with President Lech Walesa when it failed to muster the two-thirds majority needed to override the head of state's veto on a wage control law. The coalition's trade union deputies, in an effort to see wage rise limits eased, voted with the opposition Solidarity trade union against the government. President Walesa has argued that the law, designed to replace regulations limiting pay rises in state sector enterprises, would enable the government to extend controls to the private sector. The government will propose a modified wage law to parliament today to replace the state sector regulations. *Christopher Bobinski, Warsaw*

ECONOMIC WATCH

French industrial output slips

France

Industrial output, annual % change



Source: FT Graphics

French industrial production fell 0.2 per cent in January from December, after falling 1 per cent in December from November, according to seasonally adjusted data from the national statistics office, INSEE. However, output in the building and public works sector, which is not included in the industrial index, rose by 8 per cent in January from December, returning to the levels seen before a sharp drop in December. Manufacturing output rose 1.2 per cent in January, while farm output fell 3.6 per cent and energy production dropped 2.4 per cent. Some figures for output of consumer and semi-finished goods had had to be estimated. Insee said.

■ Unadjusted unemployment in western Germany in March fell by 0.3 per cent, from 2.74m to 2.64m, taking the unemployment rate to 8.5 per cent of the labour force. In eastern Germany, unemployment fell by 0.3 per cent, from 1.3m to 1.26m, or 16.8 per cent. However, seasonally adjusted unemployment in west Germany rose by 20,000 to 2,570m.

■ West German industrial orders rose 3.1 per cent in February, from January, and 3.2 per cent from a year earlier.

■ Denmark's GDP will grow 4 per cent this year in real terms, compared with 1 per cent last year, the Federation of Danish Industries forecast.

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سكرا من الامل

White House quandary on Court post

By Jurek Martin in Washington

The White House is exploring ways of nominating Senator George Mitchell to the Supreme Court while retaining his services for the rest of the political year as Senate majority leader, in a move likely to face political opposition.

Mr Lloyd Cutler, the president's legal counsel, said this was "legally possible" but carefully added: "Whether it would be politically possible, I don't know."

Justice Harry Blackmun, whose retirement was announced on Wednesday, is willing to stay on until the end of September, when the current Court term expires, or until a replacement is installed. Senator Mitchell last month said he would not seek re-election to the Senate in November.

One option is to nominate Mr Mitchell, an indispensable congressional manager of the administration's domestic agenda, but to delay a confirmation vote by the full Senate until the last days of the legislative session in October.

Another is to push through his confirmation earlier but for him to delay taking the oath of office as a justice until after the autumn recess.

An early warning of the arguments against such a move came in a New York Times editorial yesterday, which sniffed that "a delayed appointment... suggests that the Court has a lower priority than the partisan needs of the White House."

It took President Bill Clinton nearly three painful months last year to come forward with the nomination of Mrs Ruth

Bader Ginsburg to fill the previous Court vacancy. He is committed to a speedier process this time.

Mr Mitchell, who said he would consider any offer to serve on the Court, should have few problems winning the endorsement of his colleagues, though the right wing will make over his record. Though a lawyer by profession and a former federal judge, he would be the first practising politician to sit on the bench since the retirement in 1969 of former Chief Justice Earl Warren, who was previously governor of California.

The potential political problems of his nomination, however, means that other candidates are under active consideration. Mr Bruce Babbitt quickly withdrew, saying he wanted to remain as secretary of the interior, but Judge Jose Cabranes from Connecticut and Mr Drew Days, now the solicitor general, have emerged as leading alternatives.

Both have excellent legal reputations and both would add the ethnic diversity to the Court that Mr Clinton has pursued in other appointments. Judge Cabranes is of Hispanic origin, hitherto unrepresented on the highest bench, while Mr Days, previously law professor at Yale, is black and would balance the conservative judicial opinions of Justice Clarence Thomas.

A third female Justice also remains a possibility, to join Justices Ginsburg and Sandra Day O'Connor. The New York Times editorial yesterday particularly commended Ms Judith Kaye, chief New York State judge.

Menem set for second term in Argentina

Sunday's poll is likely to pave way for necessary change in country's constitution, writes John Barham

Argentina's President Carlos Menem is set to be the main beneficiary of next Sunday's elections for a constituent assembly to rewrite the country's 1853 constitution. The principal item on that assembly's agenda is to eliminate a clause forbidding incumbent presidents succeeding themselves.

A decisive victory for Mr Menem's Peronist party on Sunday will virtually ensure he fulfils his overriding ambition - winning a second term as president. Polls predict the Peronists will take 43-45 per cent of the vote, crushing the main Radical opposition party, which is expected to get 24-26 per cent.

The outline of the proposed new constitution is already clear. The two parties agreed the main elements in Congress last December and limited the assembly's deliberations but barring amendments not mentioned in the resolution.

In addition to allowing the re-election of the incumbent president, the term of office is to be reduced from the present six to four years. If Mr Menem wins next year's presidential elections, which looks certain at the moment, he will govern Argentina until 1998, when he will be 69.

In other reforms, part of the

president's duties will be carried out by a cabinet chief, a sort of prime minister who can be removed by Congress with a simple majority vote. The opposition hopes this will reduce the president's powers, but Mr Menem has warned he will not cede significant powers.

The 48-member Senate will be increased by half and the 24 new seats allocated to the opposition.

The president's right to rule by decree will be restricted. He

will be forbidden from issuing them on tax, criminal law or electoral issues.

A council of jurists will select judges and oversee management of the judiciary. At present, judges are selected by the executive and approved by the Senate.

The supreme court is responsible for the management of the judiciary. This is intended to strengthen the court's independence.

The opposition will appoint the head of the national audit bureau, which monitors gov-

ernment spending, and it will be subordinated to Congress. The current, toothless audit bureau is part of the executive.

The constitutional reform is a triumph for Mr Menem's formidable political skills. He needed the backing of his old rival, Mr Raúl Alfonsín, the former president and now Radical leader, to win the two-thirds majority vote in Congress to start the reform process.

He achieved this by threatening to call a plebiscite last

November. Mr Alfonsín feared defeat would destroy the Radicals and divide the country. He decided to open secret negotiations with Mr Menem but demanded, and won, a purge of supreme court justices as a gesture of good faith.

Mr Menem has a positive poll rating of 47 per cent, despite growing economic hardship and widespread disgust at government corruption. Argentina has a tradition of strong leaders and voters see no alternative to Mr Menem. Furthermore, they are con-

tent to see a successful government continue in office. However, the elections have aroused scant interest. Pollsters are predicting the lowest voter turnout since the 1980s.

Mr Menem has become Argentina's strongest leader since Juan Perón was president in 1946-55. He has amassed greater personal power than the nine generals who ran the country intermittently between Perón's fall and the return of civilian rule in 1983.

However, Mr Menem owes much of his popularity to the successful market-oriented policies of his economy minister, Mr Domingo Cavallo. The Radicals' ineptitude and the strong Peronist party machine have also helped him.

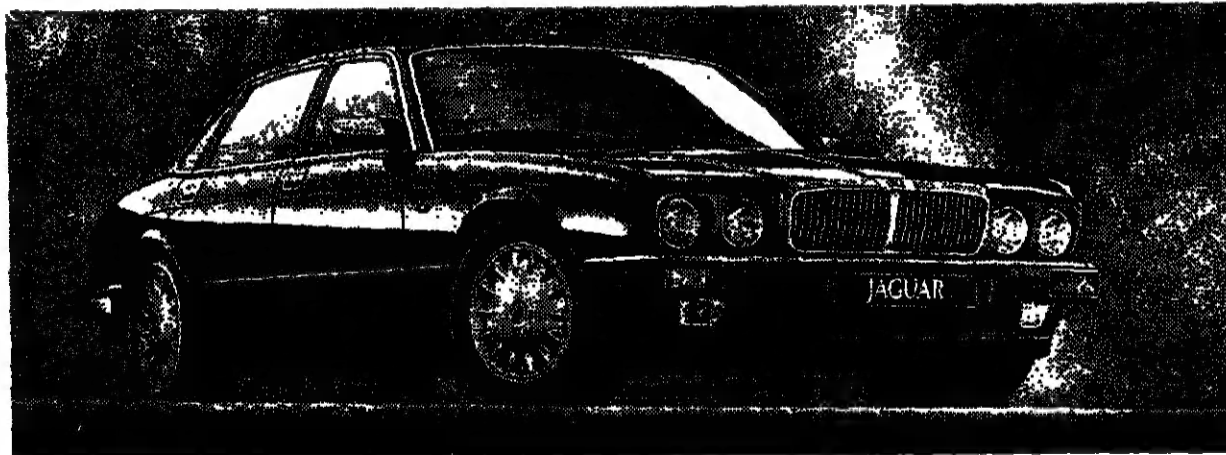
The new constitution promises a continuation of "Menemismo", rather than the creation of strong, independent institutions Argentina needs to consolidate its economic reforms.

"In the short and medium term there will be no change in the accumulation of power in Menem," says Mr Rosendo Fraga, a political analyst. Key amendments, such as reform of the judiciary, require passage of enabling legislation through Congress, which is controlled by the government, he points out.



Menem: positive poll rating of 47 per cent

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What are dreams for, if not to come true?

Mexican says he acted alone in assassination

By Damien Fraser in Mexico City

The confessed assassin of Mr Luis Donaldo Colosio, the presidential candidate of Mexico's governing party, has claimed he acted alone and not as part of a conspiracy.

Mr Mario Aburto denied the special prosecutor's account that he conspired with six other men to assassinate Mr Colosio at a Tijuana campaign rally last month. He said he did not know the other men charged with the murder, according to testimony released by lawyers.

Mr Aburto's statement adds to pressure on the special prosecutor to release more evidence implicating the other six suspects, and to find the people who hired them.

So far the authorities have largely based their suspicions on a video and photographs that appear to show the suspects helping Mr Aburto gain access to Mr Colosio, witnesses who saw the suspects talking together before the crime, and

some inconsistencies in their testimonies.

An official familiar with the investigations said Mr Aburto's statements did not surprise the prosecutors, and that under the circumstances it was expected that Mr Aburto would keep silent.

The prosecutor's conclusion that Mr Colosio was the victim of an organised plot has led to wild speculation over who may have ordered his killing. Press speculation has centred on members of Mr Colosio's own party, drug traffickers, or unknown subversive political groups.

Three of the men charged by the Attorney-General's Office were hired by Mr Rodolfo Rivapalacio, a local official of the ruling Institutional Revolutionary Party, to control crowds at the campaign rally in Tijuana where Mr Colosio was killed. Mr Rivapalacio has been charged with indirect involvement in Mr Colosio's killing. A fifth man has been detained, and authorities are looking for the sixth.

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NEWS: INTERNATIONAL

Canberra sees Rwanda PM and UN jobless rate of team die in rampage less than 10%

By Emilia Tagaza in Melbourne

Australia is forecasting a fall in its unemployment rate to below 10 per cent by the end of this year.

Mr Simon Crean, employment minister, made the prediction following the release yesterday of official statistics showing unemployment rate dropping to 10.3 per cent in March, the lowest monthly figure in two-and-a-half years, from 10.8 per cent the previous month.

This is the seventh consecutive month Australia has recorded growth in employment, with nearly 180,000 jobs created since August last year.

The release of the figures coincided with the publication of a report by the Organisation for Economic Co-operation and Development (OECD), which says that Australia's unemployment rate will remain at around 10 per cent for another two years.

Mr Crean said OECD's view of Australian jobs was based on surveys conducted in August last year when unemployment rate was above 11 per cent. The sharp turnaround in December made the report look too pessimistic.

The report recommends further labour market reform, suggesting that Australia should "make a decisive break

with the award system", in which wages are centrally negotiated between unions, employers and the federal government. It also suggests that wages for youth, the long-term unemployed and unskilled job seekers may be too high.

Market analysts are cautious about the jobs trend. The so-called participation rate, which reflects the number of people actively seeking jobs, has remained flat during the last three months. The rate is bound to rise again as the economy recovers, thus getting the unemployment rate to less than 10 per cent more difficult.

While the OECD is not very optimistic about jobs, it predicts the Australian economy will grow 3.5 per cent to 4 per cent through 1994 and 1995, with only a slight rise in inflation. The economy registered 4 per cent growth in 1993.

The OECD also predicts a much-awaited recovery in business investment. It rules out huge increases in current account deficits in the short term.

The report gives credit to the Labor government's moves to open the economy to international competition. It praises the medium-term plan to reduce the budget deficit to 1 per cent of GDP gross domestic product by 1996-97.

By Leslie Crawford in Nairobi and Agencies in Kigali

A spate of murder and pillaging in Rwanda yesterday claimed the lives of Ms Agathe Uwilingiyimana, the prime minister, as well as three Belgians acting as military observers for the United Nations.

The murders follow the assassination on Wednesday night of Gen Juvenal Habyarimana, president of the impoverished east African country.

A UN official in the capital Kigali said the premier was killed near the presidential palace.

UN headquarters in New York said a number of other observers in the UN Assistance Mission to Rwanda (Unamir) were missing.

Gen Habyarimana and President Cyprien Ntaryamira of neighbouring Burundi were both killed when their aircraft was shot down as it was preparing to land in Kigali. The president was flying back from regional peace talks in Tanzania.

Two other Burundi ministers, five senior Rwandan officials including the army chief of staff and the French crew of the presidential jet were also believed to have died on the aircraft.

The killings have derailed Rwanda's UN-sponsored peace process, already under severe strain. A three-year civil war waged by the rebel Rwandan Patriotic Front (RPF) ended with a peace agreement last year. But the president, who took power in a 1973 coup, had angered much of the population by delaying the formation of a national government which included a power-sharing agreement with the RPF.

Even before Gen Habyarimana's assassination, Rwanda was tense. Two government ministers had been backed to death. The bankrupt government was weighed down by a drought and 400,000 refugees from tribal killings in neighbouring Burundi.

Gen Habyarimana's death has left a power vacuum in Rwanda. Army troops, presidential guards and gendarmes were yesterday reported to have gone on the rampage in Kigali. Residents said they could hear sporadic gunfire and mortar bombs exploding.

The UN headquarters in Kigali was reported to have come under mortar fire. The world body has 3,500 UN peacekeepers stationed in Rwanda. The turmoil in Rwanda has spelled another blow to the beleaguered UN peacekeeping missions in Africa.

In Nairobi Mr Habi Mana, the Rwandan ambassador, blamed the killings on the rebel RPF. "The plane was blown up by a Soviet-made Sam-7 missile, which have been used by the RPF in the past. The Rwandese army has no Soviet military equipment," he said.

The RPF denied it was involved in the attack. "The plane was shot down from the airport base, which is controlled by the gendarmes. The area is heavily guarded and totally out of bounds to the RPF," Mr Paul Duseadi of RPF said in New York.

Diplomats believe Gen Habyarimana was the victim of a power struggle between rival military forces.

Burundi was reported quiet yesterday, despite the loss of its second president from the Hutu tribe in less than six months. President Ntaryamira had been appointed in January to replace Mr Melchior Ndayaye, Burundi's first democratically elected president, who was murdered after less than 100 days in office.

Remote, populous and poor

RWANDA

Area and people

26,340 sq km (10,170 sq mi)
8.2m population (1992); of which: About 85% are Hutu, a farming people, with rest mainly Tutsi, semi-nomadic herders, plus some Twa, a group related to Pygmy people of Zaire

120,000 live in the capital Kigali. Most Rwandans live in countryside as subsistence farmers in one of world's most densely populated areas: 304 per sq km

Adult literacy 50% (average of 40 low-income countries 45%)

The economy

One of world's poorest countries: GNP \$1.6bn (1992)
GNP per capita \$270 (1991): low-income country average \$360
Exports \$1.2bn (1992); main cash crop coffee, which accounts for 80% of export earnings

External debt \$873.5m (1992); total debt as % of GDP 55.4% (low-income country average 45.5%)

Rwanda and RPF announced structural adjustment programme in 1993 but implementation hindered by rebel invasion



BURUNDI

Area and people

27,831 sq km (10,750 sq mi)
5.6m population (1992); of which: Like Rwanda, about 85% are Hutu, with the rest mainly Tutsi, plus some Twa

180,000 live in the capital Bujumbura and 15,000 in Gitega. Like Rwanda, most live on small farms: 210 per sq km

Adult literacy 50%

The economy

Also one of world's poorest countries: GNP \$1.1bn (1992)
GNP per capita \$210 (1991)
Exports \$59m (1992); main export coffee; trying to diversify by increasing tea output and horticulture exports

External debt \$1,023m (1992); total debt as % of GDP 68.3%

Burundi embarked on World Bank structural adjustment programme in 1993, liberalising trade and prices

Source: World Bank, Fraser and FT estimates

Israelis relive Holocaust fears

By Julian Ozanne

For many Israelis yesterday, the annual remembrance of the 6m Jewish victims of the Nazi Holocaust had a special significance. Wednesday's killing of seven Jews and the threat by the extremist Islamic Hamas movement to step up "real war" against Zionists made the fears of some more real.

"It is a day we really feel the Holocaust is not the past but the present, that it could be the destiny of this nation," said Dr Ruth Frier, a specialist in the teaching of the Holocaust in Israeli schools. "Emotionally, every time violent events against Jews happen like this, all our traumas and fears of survival come up."

In a Holocaust memorial speech on Wednesday, President Ezer Weizman honoured the victims of a suicide car bomb in the northern Israeli town of Afula.

"Today, the eve of Holocaust and Heroism Remembrance Day, we paid a heavy price because we are Jews, for our desire to live peaceful and independent lives in the land



Israelis stand by their cars in Jerusalem's morning traffic for the two-minute silence marking Holocaust Remembrance Day

of Israel. The historic cycle of blood continues."

For two minutes at 10am yesterday, Israel came to an eerie standstill. At the sound of sirens, drivers stopped their vehicles in the middle of the streets, switched off their engines and got out of their cars. Along the pavements, Israeli soldiers stood to attention and bowed their heads in solemn and frozen silence.

Nearly half a century after the end of the second world war, Jews remembered the most psychologically powerful event in their history and the most important driving force behind the creation of the state of Israel in 1948.

"It's very important to remember and honour those who died," said Mr Tali Gil, 31, who has just completed military service, after the sirens ended. "Jerusalem. It reminds us that it could

happen again to the Jews."

During the 24 hours' remembrance, government officials broke off peace talks with Palestinians in Cairo to attend memorial services back home. Bars and restaurants closed on Wednesday night. National and cable TV broadcast only Holocaust films and documentaries.

The respected Hebrew newspaper Ha'aretz criticised the German embassy on yesterday's front page for throwing a party the previous evening honouring a visiting minister. Ha'aretz said the garden was lit up in colour and after the meal guests drank and laughed on the balcony.

For some Jews, the suffering of the Holocaust is a justification for the Israeli repression of the Palestinians.

"If we had not had the Holocaust, we could not have thrown the Arabs out across the river to Jordan," said Mr

Ronnie Iliz, a shopkeeper.

Others criticise the way right-wing politicians frequently exploit the Holocaust and compare the Arabs to the Nazis in rhetoric depicting Jews as victims surrounded by hostile forces.

"We have to be very careful not to let the Holocaust control our lives, because we may lose our ability to change, to take risks and go through the peace process," said Dr Frier. "We are now taking the biggest risk the Jewish nation has taken in modern times, but politicians use the Holocaust to terrify the people. We have to free ourselves from this trauma or we won't be able to take this risk and go to the future with Arabs, hoping the peace has a real chance."

Global awareness of the Holocaust was lifted by the film Schindler's List which is playing to packed houses in Israel, and the opening last year of the Holocaust museum in Washington has also raised the debate about the way Jews see themselves, especially in the Diaspora.

Mr Eric Silver, an Israeli journalist and author, says: "The Holocaust gives a negative image of the Jew as a helpless victim and builds up Jewish paranoia. This is dangerous and unhealthy rather than identifying with the positive aspects of being Jewish."

The other question is whether the memories of Holocaust survivors are still strong enough to be relevant. The recent release of Mr John Demjanjuk, wrongly identified by several survivors as Ivan the Terrible of the Treblinka death camp, raised calls in Israel to forget the past and may have signalled the end of an era of effective Nazi hunting.

Powers of KwaZulu under fire

By Michael Holman and Patti Waldmeir in Johannesburg

Prospects for a negotiated resolution of South Africa's political crisis receded last night after the African National Congress called for withdrawal of the powers of the KwaZulu "homeland" government.

There were signs of a further clampdown yesterday when troops of the newly-formed National Peacekeeping Force were deployed for the first time in townships near Johannesburg. A BBC correspondent saw 40 of the distinctive light blue vehicles of the force move into East Rand townships.

The force was formed two months ago by integrating elements of the South African Defence Force, the ANC's armed wing Umkhonto we Sizwe, and the armies of black homelands, and has been plagued by ill discipline.

The ANC said it would "not surrender to attempts to blackmail the people of South Africa into accepting postponement of the elections through the creation of a climate of rising violence and terror."

The statement will do little to improve the mood at today's meeting between President F.W. de Klerk, ANC leader Mr Nelson Mandela, Chief Mangosuthu Buthe and Zulu King Goodwill Zwelithini.

Protesters die in Dacca riots

Thousands of protesters throwing rocks and crude bombs tried to occupy the main Bangladesh government building yesterday, but were driven off by teargas and rubber bullets fired by police. AP reports from Dhaka.

Police gave no casualty figures but doctors said at least two people were killed and 21 injured. The protest was organised by the Awami League, the largest opposition party, to demand the resignation of the three-year-old government of Mrs Khaleda Zia. The next election is due in 1996.

Russians spend \$1bn in UAE

Russian tourists who flock to the United Arab Emirates to buy cheap consumer goods spent over \$1bn in 1993, Russia's UAE ambassador was quoted yesterday as saying. Reuters reports from Dubai.

Mr Oleg Derkovsky said 250,000 citizens of the Russian Federation visited the UAE in 1993, as well as 200,000 from former Soviet republics.

Disasters cause \$11.6bn damage

Natural catastrophes and accidents in 1993 caused insured damage worth \$11.6bn worldwide, less than half the record 1992 amount of \$26.4bn, according to Swiss Reinsurance, Reuters reports from Zurich.

30,000 people died in the 30 catastrophes in 1993. The largest single event, windstorms in the US in mid-March cost the insurance industry \$1.8bn.

Marcos charged

Mrs Imelda Marcos, the Philippines' former first lady, was charged yesterday with embezzling nearly 100m pesos (\$3.7m) in government funds 10 years ago. AP reports from Manila.

Nuclear warning stirs concern

Korean worries mount in Japan

By Michio Nakamoto in Tokyo

The building of tension on the Korean peninsula and the possibility that North Korea is developing nuclear weapons have stirred deep private concerns in Japan that are masked by a public calm.

Reports of a North Korean warning that if the country had a nuclear weapon, it would be aimed at Japan rather than at South Korea or the US, have produced either silence or cryptic responses from Japanese government officials and the media.

Reasons for the uneasy silence are the sensitivities towards a large Korean community in Japan and a reliance on the protective shield of US forces that makes it difficult for many Japanese to discuss openly the possibility of a military crisis on their doorstep.

"It is a very sensitive issue," Ms Mayumi Moriyama, member of Japan's upper house and a former chief cabinet secretary, said earlier this week.

"As we are much closer and have a very close relationship with them, it's very difficult to discuss it openly."

Bureaucrats and politicians alike have been reticent on the subject. The report that North Korea's ambassador to India had stated his country's weapons would be aimed at Japan produced the response that the foreign ministry was trying to confirm the comments.

"We are taking the matter very seriously but we do not want unwittingly to arouse the emotional temperature by

making comments," one official said - a standard line by foreign ministry officials.

Officials are avoiding comments that could be interpreted by North Korea as Japanese aggression or that could upset Korean residents in Japan.

North Korean officials claim that they suspect Japan's nuclear motives, but Pyongyang has refused to allow full inspections of its nuclear sites, prompting international concern that it is developing nuclear weapons.

The lack of official Japanese comment has meant that fears of developments on the Korean peninsula and to what extent the country is prepared for the worst have been fed largely on speculation, educated or otherwise.

Japanese newspapers have reported this week that an unnamed government official had commented cryptically on the need to review Japan's defence programme in the light of the North Korean situation.

The Social Democratic party, which is friendly towards North Korea and officially opposed to Japan's self-defence forces, is reportedly considering dispatching a team to North Korea.

The SDP is the largest member of the seven-party ruling coalition.

If the Japanese authorities prove themselves capable of handling the current situation with any more ease than they handled the country's much criticised role in the Gulf war, the most surprised will be the Japanese public itself.

India reports 6.7% rise in industry output

Industrial production in India rose 6.7 per cent in December compared with the same month a year earlier, according to figures published yesterday which offered fresh evidence that industry is seeing a steady recovery after two years' stagnation, writes Stefan Wagstyl in New Delhi.

The increase compares with a rise of just 2.4 per cent for the nine months to the end of December, said the government's central statistical organisation. The largest increase was registered by makers of machinery, which had previously suffered the steepest declines in output.

Business welcome but it must be more competitive, Balladur told

China warns French exporters

By Tony Walker in Beijing

Chinese Premier Li Peng yesterday held out little hope a Sino-French political rapprochement would yield early dividends for French companies seeking opportunities in the cut-throat Chinese market.

Mr Li told Mr Edouard Balladur, France's prime minister, that while French business was welcome it must be more competitive.

Mr Balladur's four-day mission to China is aimed at opening a new chapter in relations after the two sides agreed to put behind them a row over French arms sales to Taiwan.

But unlike a high-profile selling mission to China last November by Chancellor Helmut Kohl of Germany, Mr Balladur's aims are more modest and include refurbishing political relations between fellow permanent members of the United Nations Security Council.

Mr Balladur's arrival in Beijing was overshadowed by a widening international argument over China's detention of Mr Wei Jingsheng, its most prominent dissident, for interrogation over alleged breaches of parole and "new crimes".

The episode has provoked sharp exchanges between Beijing and Washington and further complicated President Bill Clinton's decision, due in the next few months, on renewal of China's low-tariff access to US markets.

China yesterday firmly rebuffed US criticism over Mr Wei's detention, with a foreign ministry spokesman saying it was "inappropriate for any foreign country to make irresponsible remarks on this matter". Earlier the State Department said in Washington "the United States very much regrets China has taken this step".

Mr Alain Juppé, France's foreign minister, who is with Mr Balladur in Beijing, in an interview with the French daily Libération, was sharply critical of China's human rights behaviour. China's economic development, he said, would eventually "render the system of repression untenable".

He described human rights progress since the June 1989 massacre of pro-democracy activists as "insufficient".

French business had hoped Mr Balladur's mission would ease market access after a recent chill prompted by a 1992 deal by the previous French government to allow the sale of 60 Mirage fighters to Taiwan.

Editorial Comment, Page 13

Indochina's 'golden gate' reaches the outside world

New bridge is a powerful symbol of the region's reintegration into south-east Asia, writes Victor Mallet

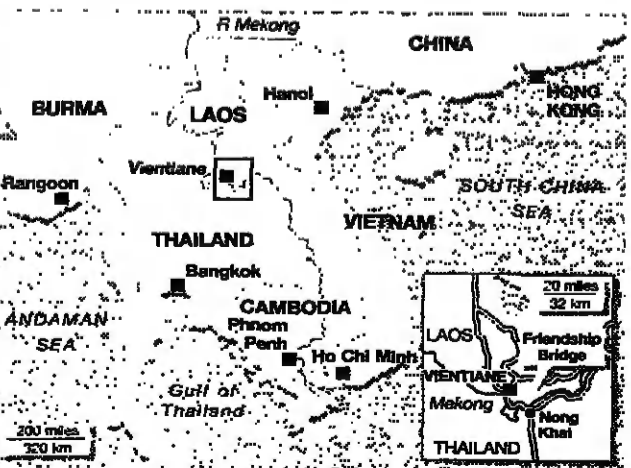
To call the new bridge across the Mekong River "the golden gate" to Indochina", as does General Chatichai Choonhavan, Thailand's former prime minister, is a pardonable exaggeration.

The "Friendship Bridge" across 500m of muddy water between Thailand and Laos is an unremarkable concrete structure, but the ceremonial opening of the bridge today is a powerful symbol of Indochina's reintegration into south-east Asia.

Built with Australian aid at a cost of \$30m (£20.2m), the bridge is the first to span the 2,400km-long stretch of river between the Chinese border and the Mekong Delta of southern Vietnam. It is unlikely to be the last.

A region once notorious for wars, opium-growing and poverty is now eagerly developing trade, industry and tourism as it races to catch up with the other fast-growing economies of Asia.

The bridge linking Vientiane, the capital of landlocked



Laos, to the northern Thai town of Nong Khai is only the most visible aspect of this process. Roads, ports, airports and railways are being improved, and it becomes easier by the month to travel in the three countries of Indochina - Vietnam, Cambodia and Laos - and move between them and their Asian neighbours.

"It's a regional bridge," said Mr Michael Mann, Australian ambassador to Laos, during a recent visit to the new bridge. "It links Singapore to Beijing... I believe that in ten years' time you'll think nothing of sending a package by trucking company from Kunming (capital of the south-western Chinese province of Yun-

nan) to Kuala Lumpur."

A bridge across the Mekong near Vientiane was mooted in the 1950s, and the Japanese made the first detailed plans in the 1960s, but the wars between Indochina's communists and the US and its allies made such projects impossible, particularly since the US was using Thailand as a base during the fighting.

Communist victories in 1975 did not bring lasting peace to Indochina. In Cambodia, the extremist Khmer Rouge murdered and starved to death an estimated 1m people, provoking the Vietnamese to invade the country in 1978 to install a new government.

Cambodia's Vietnamese-backed government then had to prosecute a war against Khmer Rouge and royalist guerrillas along the Thai border. Laos, meanwhile, was isolated and forgotten, although rebels based in Thailand continued to harass the communist regime. As recently as 1988, Thailand and Laos fought each other in a border dispute

in which hundreds of soldiers were reported killed.

It was only from 1986 onwards that the communist governments of Vietnam and Laos began to reform their economies along free-market lines.

In 1989 Gen Chatichai, who was then prime minister, adopted his policy of transforming Indochina "from a battle field into a market place". Construction of the bridge began in 1991, a month after the signing of the Paris accords that outlined a peace settlement for Cambodia.

Since then, Vietnam and its much smaller neighbour Laos have attracted billions of dollars in foreign investment applications and seen their economies grow at about 8 per cent a year.

The US has allowed the International Monetary Fund and other multilateral organisations to assist Vietnam, and in February Washington finally lifted the US trade embargo against Hanoi that dated back to the

Vietnam war.

Cambodia remains the odd man out in Indochina. The United Nations successfully organised an election last year and a coalition government took power, but the Khmer Rouge leaders reneged on their agreement to participate and are still fighting the authorities from their jungle strongholds along the Thai frontier. Foreign investors remain understandably cautious.

Yet even the much-feared Khmer Rouge guerrillas seem unable to resist the wave of economic development sweeping across south-east Asia.

Ignoring their own leftist propaganda, they have enthusiastically embraced the free market. They are stripping Cambodia of its assets and selling rubies and logs to Thai traders; they have even sold the forests where they used to hide from government troops. Last month, government forces captured the Khmer Rouge headquarters at Pailin, some eight miles from Thailand.

Faint voices can be heard in

Vietnam, Laos and Cambodia warning of the dangers of the kind of obsessive and uncontrolled pursuit of wealth which has devastated Asia's natural environment, destroyed local cultures, encouraged prostitution and corruption, and widened the gap between rich and poor.

There are fears, for example, that property developers will ruin the boulevards of Hanoi, now lined with elegant French colonial villas, and that increased vehicle traffic generated by the bridge will disrupt the peaceful atmosphere of Vientiane, where water buffalo graze in the town centre.

But neither Laos nor Vietnam nor Cambodia have much chance, or desire, to avoid the juggernaut of Asian economic growth. The bridge is a symptom, not a cause, of the increasing integration of Indochina with its neighbours. As Radio Vientiane announced in a recent broadcast: "Laos will finally have a way to connect with the outside world."

UN body's report critical of western help in region

Modest recovery in E Europe foreseen

By Frances Williams in Geneva

The countries of eastern Europe may experience a small economic recovery this year after four years of slump, according to the United Nations Economic Commission for Europe. However, output in Russia and other parts of the former Soviet Union is likely to continue to decline.

In its annual survey of developments in the region, the UN body says aggregate output in eastern Europe could rise by a modest 1 per cent in 1994, the first year of growth since the collapse of the communist system in 1989.

Poland is expected to notch up another year of 4 per cent growth, with more modest gains for Slovenia, the Czech Republic, and possibly Hungary. For other countries in the region, the outlook is for continuing stagnation or further falls in output.

The ECE believes total output in eastern Europe may have fallen by about 3 per cent last year, but this was less than half the 1992 rate of decline.

In Russia and other members

of the Commonwealth of Independent States, output plunged on average by some 13 per cent following a 20 per cent drop in 1992. The depression has been greatly intensified by an additional "trade shock" caused by the collapse of trade between CIS members, the ECE says.

The UN body, which groups western and eastern European nations, the US and Canada, has been widely critical of the way western governments and the main international financial institutions have handled assistance for the process of transition from communist to market economies.

The latest report maintains that western help has been far less than either expected or required, and western finance has flowed mainly to the most successful countries with the highest incomes per head.

Private foreign direct investment into eastern Europe (excluding the CIS) has amounted to less than \$10bn since 1990, including flows of about \$3.5bn last year.

More than 90 per cent has gone to the Czech Republic, Hungary, Slovenia and Poland,

with 80 per cent going to the first two.

Official flows of assistance to eastern Europe totalled some \$10.5bn since 1990, the bulk of which has gone to the same four economies, it says. Meanwhile, the CIS republics have attracted negligible amounts of private investment and little official aid.

For the region as a whole, neither the volume nor the coordination of international assistance "has... been commensurate with the scale and complexity of the problems to be overcome".

Social hardship in the transition economies, including mounting unemployment, continues to breed a damaging disillusionment with economic reform, the survey adds.

The ECE calls for improved international co-ordination mechanisms to target western assistance within coherent national programmes, combined with more leeway for individual governments to follow political and economic programmes for economic transformation that best suit their countries' needs.

US official seeks to reassure companies over dumping rules

By Nancy Dunne in Washington

US companies were assured yesterday that measures negotiated in the Uruguay Round global trade accord are adequate to deal with dumping.

Mr Jeffrey Garten, US Commerce Department undersecretary, said yesterday that the multilateral dispute settlement system would uphold "well founded" US dumping decisions, while ensuring protection for US exporters from unfair dumping regimes abroad.

The support of companies is vital if the Uruguay Round pact is to win approval in Congress, so Mr Garten, whose responsibilities encompass both the promotion of US exports abroad and the administration of US anti-dumping trade laws at home, sought to reassure them that he is "an ardent supporter of vigorous enforcement" of the US anti-dumping regime.

In a speech to the US Chamber of Commerce, he said the Clinton administration supported "the reasonable concerns of our exporters" about the growing number of foreign dumping regimes. These would be disciplined under the new World Trade Organisation, the



Mr Jeffrey Garten: 'Ardent supporter of vigorous enforcement'

successor to the General Agreement on Tariffs and Trade.

"We are drafting implementing language in such a way as

to guarantee that our laws are consistent with the letter and spirit of the Gatt Uruguay Round agreement," he said. "We will be reviewing other

countries' laws for consistency with the agreement."

Controversy has surrounded the US dumping regime as large exporters find themselves increasingly under siege from "copycat" anti-dumping laws abroad. At the same time, many US companies see the regime as the last defence against cheap imports.

There is pressure for more protective language in the Uruguay Round implementing legislation, which must be approved by Congress. The Labor/Industry Coalition for Trade (LICIT) claimed last month in a report that while Gatt panels reviewing national anti-dumping laws "are instructed to defer to reasonable findings of fact and law of national bodies, it is unclear that there is any way to ensure that they will".

The report said the US failed to achieve a key objective in the Round: strengthening international rules relating to anti-dumping. "In many cases, dumping margins can be expected to decline under the new rules. However, the anti-dumping laws will remain usable by US industries - provided the implementing legislation strengthens US law to the extent permitted under the new agreement."

Japanese groups in Thai steel venture

Thailand's largest cement and building materials conglomerate, Siam Cement, has tentatively agreed to build a steel plant in a joint venture with Nippon Steel and Mitsui & Co of Japan, writes William Barnes in Bangkok.

The \$580m (£395m) plant would supply up to 1m tonnes of cold-rolled steel a year by 1997 to Japanese car-makers in Thailand and south-east Asia's booming construction industries. Siam Cement is already setting up a hot-rolled steel factory called Siam Yamato with Mitsui, Yamato Kogyo and Sumitomo Corp.

Siam Cement and its prospective partners appear confident that Thailand's Sahaviriya Steel Industry Co will not be able to make the government enforce a 10-year protective ban on rival domestic competition for its new \$504m hot-rolled, cold-rolled and galvanized steel plant.

There is speculation the ban will have to be lifted shortly to comply with the General Agreement on Tariffs and Trade; at least one other group is known to have asked for a steel-making licence.

Marubeni in China computer tie-up

By Michio Nakamoto in Tokyo

Marubeni, the Japanese trading house, has agreed a wide-ranging tie-up with a Chinese computer company to sell personal computers and other electronic equipment in China and other parts of Asia.

The deal calls for Marubeni and the Legend Computer Group, one of the three largest PC makers in China, jointly to develop, produce, market and service personal computers, communications equipment and medical analysis systems. Legend, based in Beijing, produces IBM-compatible PCs while Marubeni is the second largest dealer of Apple PCs and the first in Apple software in Japan.

The Marubeni-Legend tie-up is a bold step by Marubeni to establish itself in the Chinese market at an early stage.

Unlike Japanese groups, US computer companies have moved quickly into the Chinese market.

The two will build up a sales network which will initially be based on Legend's distribution network in Beijing, but which they hope to increase to 200-300 offices throughout China in three years' time.

The joint venture will begin by selling Apple's Macintosh desktop PCs, but gradually expand their range to other PCs as well. The second also calls for the two to develop Chinese language software which could be marketed to the large Chinese community in other parts of Asia.

In addition, Marubeni is also considering importing Legend's products into Japan once they become more competitive.

Marubeni's move reflects growing Japanese interest in China's PC market, which is expected to take off in the near future. Japanese trading houses in particular are keen to play a role in this market by establishing distribution networks.

US computer companies such as IBM, Compaq and Apple have moved quickly into the Chinese market.

By contrast, Japanese computer manufacturers have been slow to take steps into China, despite the advantage they have of sharing a written language based on ideograms.

NEC, Japan's largest computer maker, sells workstations in China on an individual contract basis and has joint ventures with Chinese companies in pagers, optic fibre cable, semiconductor and telecom equipment, but does not sell PCs.

Toshiba says that it believes China is a promising market but has no plans to set up an office there yet.

"Are we interested? Yes. But it's just now that the Chinese language systems are coming out," says Mr Mike Belme at Fujitsu. "There hasn't been a market."

Electricity project to go ahead in India

By Stefan Wagstyl in New Delhi

The promoters of a planned \$200m privately owned Indian power station yesterday announced the approval of bank loans for the project. They said it was the first new private sector electricity generating project to secure full financial support.

GVK Industries, a diversified chemicals and property company, said that construction would start in June on the 230MW project at Jegurupadu in Andhra Pradesh.

The company is developing the scheme in partnership with ABB, the European engineering combine, CMS Group, a US energy utilities company, and the Andhra Pradesh state electricity board. The Asian Development Bank and the International Finance Corporation, an arm of the World Bank, are also taking equity stakes.

The project follows two years of Indian government efforts to attract private investment, including foreign capital, into the chronically underfunded electricity supply industry.

The government hopes the scheme will encourage the promoters of others. The power ministry has received expressions of interest from 75 groups, including 36 foreign companies, of which 22 were from the US, mainly from generating companies.

However, only a handful have signed power purchase agreements - essential pacts between the would-be generator and the customer, usually the state electricity board.

Other private sector schemes at an advanced stage of preparation include plans by Enron, a US energy group, to build a \$800m 295MW station at Dhabhol in Maharashtra state, a 420MW scheme for Orissa, promoted by AES, another US generating group, and plans for a 1,000MW plant at Vijay in Andhra Pradesh sponsored by National Power of the UK and the Hindujas, a London-based Indian business family.

OECD Export Credit Rates

The Organisation for Economic Co-operation and Development announced new minimum interest rates (%) for officially supported export credits for April 18 to June 14 1994 (March 18 - April 14 1994 in brackets).

D-Mark	6.50 (6.75)
£	6.55 (6.80)
French franc	7.14 (6.72)
Guilder	
up to 5 years	6.85 (6.40)
5 to 8.5 years	7.25 (6.80)
more than 8.5 years	7.90 (7.45)
Italian lira	8.03 (8.58)
Yen	4.20 (4.20)
Peso	8.57 (8.24)
Swedish krona	7.53 (7.12)
Sterling	5.51 (5.39)
Swiss franc	
US dollar for credits	
up to 5 years	6.40 (5.83)
5 to 8.5 years	6.94 (6.40)
more than 8.5 years	7.26 (6.72)

These rates are published monthly by the Financial Times, currently in the middle of the month. A premium of 0.2 per cent is to be added to the credit rates when dealing at bid. Interest rates may not be lower than those shown. The 200-hour rate of interest are the same for all currencies. For the period from January 15 to July 14 1994, the 200-hour rate will be 5.50 per cent. It replaces the previous rate of 6.65 per cent. The 200-hour rate will again change on July 15 1994.

SOMEONE INFLUENCES MODERN DUTCH PAINTING MORE THAN REMBRANDT, VAN GOGH AND MONDRIAN PUT TOGETHER.

A new school of thought is sweeping through modern Dutch painting. Its influence can be seen in a change of technique from the most inept of handymen to the skilled master.

What's more the whole movement now has the backing of the Dutch government. A country, famous for centuries for its painters, is today earning a new reputation for recycling its paint. When the Dutch redefined paint waste as a hazardous material, we co-operated with the environmental authorities, to design, build and operate a plant to treat it. With our help, Dutch

painting has now entered its green period. The paint waste treatment facility, at Moerdijk,



opened in early 1993 and is the only one of its kind in Europe. At present, it handles 24,000

tonnes of paint waste a year - 40% industrial waste, and the rest household or municipal.

So how does it work? Let us put you in the picture.

Whole cans of paint, full or empty, are shredded and recyclable materials such as plastics and metals (which are resold as scrap) are reclaimed;

and the paint waste is mixed with a solvent to produce a fuel that can be used in cement kilns and industrial incinerators.

During a year, we can expect to recover around 15,000 tonnes of fuel. In equivalent terms, that's enough power for around 3,000 homes. As recycling facilities go, the Moerdijk paint waste plant is state

of the art. But, then again, the Dutch have always known how to handle their paint.



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Far right tries to build on success

By Alan Pike, Social Affairs Correspondent

The far right British National Party, which won its first ever local authority seat in a by-election at Tower Hamlets in September, will contest eight seats in the east London borough in next month's council elections.

BNP candidates will run on the Right For Whites platform which brought the party its success in September. Tower Hamlets has the most decentralised structure of any local authority with the borough divided into seven largely autonomous neighbourhoods.

The BNP candidates are concentrated in two of the seven - Isle of Dogs and Globe Town - with the party running sufficient candidates to control both if they won. This would put around £40m of expenditure in BNP hands.

The party's September by-election success was in the Isle of Dogs, where it appears to have successfully exploited concerns about housing among the predominantly white population. Since September BNP activists have campaigned hard in the area to consolidate their position. There has been a significant increase in racial attacks and other racially motivated incidents in Tower Hamlets since the by-election.

All other seats on the council are currently held by the centrist Liberal Democrats and Labour. The divisions and recriminations in both parties arising out of the BNP's success are illustrated in yesterday's nominations for next month's elections.

Mr James Hunt, the Labour candidate who resigned from the party after losing the seat to the BNP, is standing as an independent on a Putting the Island First platform. Mr Jeremy Shaw, who resigned from the Liberal Democrats during an inquiry by the national party which found that some Tower Hamlets Liberal Democrats leaflets had pandered to racism, is one of several independent Liberals standing against official Liberal Democrat candidates.

Ceasefire hopes fade in Ulster

Hopes that the Irish Republican Army might react to widespread pressure by extending its three-day ceasefire, which ends at midnight tonight, appear to have been dashed by Mr Gerry Adams, president of Sinn Féin, its political wing.

With the UK prime minister's office at Downing Street yesterday rejecting Mr Adams' latest request for direct talks and the IRA facing renewed calls from Dublin, nationalist politicians and churchmen to prolong the ceasefire, the Sinn Féin president said he believed it was "unlikely, even logistically, for the IRA to extend its suspension".

With the ceasefire drawing to an end and fears rising of a return to violence in the province, both sides were engaged in efforts to hold each other responsible for the deadlock in the peace process.

Downing Street last night formally rebuffed the demand from Sinn Féin, the political wing of the IRA, for direct dialogue, denying its claim that the UK government had brought about a stalemate.

But its carefully crafted two page letter was markedly less blunt than the curt four-paragraph response it made to a previous letter from Mr Adams in January.

Yesterday's letter, signed by a senior official, said any pause in the movement towards peace was "because of the continuing violence, and Sinn Féin's failure unequivocally to renounce violence as a means of achieving political ends".

Downing Street also reiterated Mr Major's pledge that the government would be ready to enter preliminary dialogue with Sinn Féin "within three months" in the event of a permanent end to violence and a commitment by Sinn Féin to the democratic process.

Mr Albert Reynolds, Irish prime minister, yesterday broke off from his holiday in Cyprus to claim that an extension to the ceasefire was "essential" if the strong

Michael Cassell, Tim Coone, and David Owen effort moves on to lasting peace

momentum for peace was to be maintained.

His message was repeated in a hard-hitting speech by Mr Dick Spring, Irish foreign minister, who called the IRA ceasefire "pathetically brief" and called for it to be permanently extended.

Mr Spring used a conference in County Kerry, on the Irish west coast, to challenge republican leaders to display "vision and courage to build", rather than to destroy. An extension of the ceasefire would enable a clearing of the air on the clarification issue, whereas a renewal of violence would result in the republican movement being isolated "in a murderous cul-de-sac".

He insisted that the Downing Street declaration remained the only way forward for political progress in Northern Ireland.

He told his audience that a renewal of violence would "not appreciably change the basic realities in the declaration". He said Sinn Féin's failure to specify its concerns over the declaration had given rise to "understandable worries" that Sinn Féin's aim is to draw both governments "into a world of verbal mirrors and shifting goal-posts" and to enter political negotiations "on a basis of armed conflict".

Mr Spring also criticised unionist leaders for their "dogmatic refusal" to join talks which he said they should do out of "unlighted self-interest". The unionist community must direct itself towards "the long overdue task of developing the politics of accommodation rather than denial", he said.



Education minister John Patten chats with British businessmen in Kuala Lumpur

Malaysian ban begins to bite into British ambitions

By Kieran Cooke in Kuala Lumpur

Mr John Patten, the UK education secretary, was in Kuala Lumpur this week - the first cabinet minister to visit Malaysia since Dr Mahathir Mohamad, the Malaysian prime minister, announced a ban on awarding government contracts to British companies.

The ban, imposed more than six weeks ago, was in retaliation for unfavourable reports about Dr Mahathir and Malaysia which had appeared in the British press.

"I've been heartened by the warmth of my reception" said Mr Patten. Despite the bonhomie, there is no sign of Malaysia lifting its ban. British companies are beginning to feel its effects. The most serious blow has been the project to build a new international airport outside Kuala Lumpur.

Ajac, a consortium of BICC, GEC-Marconi, Gammson and Truvelar House of Britain and Marubeni of Japan, carried out initial planning on the airport - one of southeast Asia's biggest projects priced at between M\$800 (£2.3bn) and M\$12bn. Subsequently Ajac was given

the design and engineering contract for the airport.

Ajac companies had been hoping to win millions of pounds worth of work on the project. But the Malaysian works ministry has disclosed that it is vetting 29 pre-qualification applications to bid for the airport's construction.

"None of them is British" said the ministry.

John Laing, which is involved in various multi-million pound contracts in Malaysia had put in a preliminary tender for a M\$300 terminal at the airport. It has now withdrawn - apparently its local and foreign partners had feared that its inclusion could jeopardise their chances of winning the contract.

A similar picture is emerging elsewhere. The British National Grid company was to have participated in a M\$1.6bn project to install power transmission lines for Tenaga Nasional, Malaysia's semi-nationalised electricity utility. Fears from local partners are likely to result in National Grid withdrawing.

Recently a group of British oil industry experts gave a seminar to Petronas, the

Malaysian state oil company. Soon afterwards Petronas announced that British companies would be excluded from all future contracts in Malaysia, including production sharing agreements.

"The longer it goes on, the worse it gets" said one British executive based here. "It seems we are just laying down and being kicked."

As sanctions against British companies begin to bite, others are waiting to snap up business opportunities. Britain had been hoping to win a share of work on a M\$1bn programme to equip the Royal Malaysian navy with a new generation of patrol vessels.

Over the past 10 days high powered delegations from France and Sweden have been suggesting collaborative work on the vessels. Similar delegations are due to arrive from Germany and Australia.

Mr Patten will be taking an optimistic message back to London on the educational front. Malaysia needs British assistance if it is to educate enough people and sustain its soaring economic growth. But the outlook for British companies in Malaysia remains grim.

Britain in brief



Istanbul allegation on Polly Peck

The administrators of Polly Peck International - accountants Mr Richard Stone, Mr Michael Jordan and Mr Christopher Morris - were served papers by the Turkish public prosecutor's office alleging improper behaviour over a \$96,000 payment made by a PFI subsidiary.

An official for the public prosecutor's office said the case had been transferred to the criminal court where it is expected to be heard in two months. Mr Stone and Mr Jordan work for Coopers & Lybrand and Mr Morris for Touche Ross.

The move prompted strong protests from other Coopers partners who insisted it was simply part of the "ongoing harassment" by Mr Asil Nadir, the former Polly Peck chairman, in an effort to obstruct their efforts.

The payment concerned was one of \$96,000 made by A N Graphics, a PFI printing subsidiary to PFI Holdings BV, an intermediate holding company within the group. The papers served on the administrators allege the payment was improper and a breach of fiduciary duty.

However, a statement issued by the accountancy firm yesterday said the payment had been legitimately carried out under Turkish law.

British Gas closes shops

British Gas announced the closure of 187 of its showrooms as part of its wide-ranging restructuring in preparation for losing its monopoly over 18m domestic customers in 1995.

Mr David Brooks, managing director of British Gas Retail, said the shops on the closure list were uneconomic and would be phased out over the next 18 months.

The remaining shops would

still constitute the largest gas retail network in the UK, he said.

Householders beat VAT

UK householders have paid out £990m to electricity companies and British Gas in order to avoid paying value added tax on future fuel bills. People in the south of England have participated far more actively than others in the race to beat the tax collector.

A final count among British Gas and electricity companies by the Financial Times shows that 1.1m power consumers and 500,000 British Gas customers made of the VAT payments ahead of April 1. The pre-payments will be deprived the Treasury of at least £79m, since the VAT will initially be levied at 8 per cent.

Call for a fairer society

Britain needs to become a fairer society if economic efficiency is to be significantly improved, Mr Gordon Brown, the opposition Labour party's 'shadow' chancellor, is to argue next week.

Mr Brown will use a lecture to set out a vision of a high-skilled Britain in which all forms of privileged discrimination have been removed. This would require a programme of investment and training, including the creation of a transnational university for industry, modelled on the Open University.

Dutch treat...

England's cricket counties are set to invite the Netherlands to play in next season's NatWest Trophy competition. Scotland and Ireland already play in the knockout 36-team tournament but the Dutch will be the first from mainland Europe to take part if Friday's ballot of the 18 English first-class teams goes in their favour.

The Netherlands' team, which expects to hear the result of the ballot on Monday, will have to play all its NatWest Trophy games on the road until it switches to playing on natural turf instead of an artificial surface.

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Engineering, food support output rise

By Emma Tucker, Economics Staff

HIGHER output from the engineering industries and a rise in food production were the main influences behind the sharp rise in UK manufacturing output between January and February.

The 0.6 per cent month-on-month increase meant that for the second month of the year, manufacturing output remained well above the levels recorded in the second half of 1993.

In the three months to February it rose 0.8 per cent, and was 2 per cent up on the same three months a year ago.

In the three months to February, output of the engineering and allied industries - which has the highest weighting within manufacturing - rose a seasonally adjusted 1.8 per cent to stand 1.6 per cent up on the same three months a year ago.

A particularly strong sugar harvest pushed food, drink and tobacco production up a seasonally adjusted 0.4 per cent in the latest three months, compared with the previous three month period, although it was down 0.2 per cent on the same period a year ago.

Most of the other manufacturing sectors also increased their production levels. Output of wood and wood products - boosted by higher furniture production - grew by 5 per cent, compared with the previous three month period, while output of electrical equipment picked up by 2.8 per cent.

This mainly reflected strong growth in production of computers but also of telephones and related equipment, and domestic electrical goods. Rubber and plastics industries increased their output by 3.7 per cent in the latest three months.

The most notable falls were 2.9 per cent in the coke, mineral oil refining and nuclear fuels industries, 2.2 per cent in

the output of non-metallic mineral products - covering a number of products related to the construction industry - and 1.5 per cent in the output of basic metals and metal products.

Oil and gas production surpassed its previous 1987 peak, increasing by 8.2 per cent on the previous three months. Compared with the same three months a year ago, it was 29.9 per cent higher.

Coal production, by contrast, continued to decline, dropping 14.9 per cent in the three months to February, compared with the previous three months, a reflection of the new lower volume contracts negotiated between British coal and electricity board.

Colder than average autumn months, followed by warmer than average winter weather led to a drop in the three-month on three-month comparison for gas and electricity output. It was 6.5 per cent lower than in the previous three months.

Many analysts were encouraged by the strong growth of investment goods. This was the fastest growing market sector. A 1.8 per cent increase in the three months to February - on the previous three months - compares with growth of 0.6 per cent for consumer goods and 0.1 per cent for intermediate goods.

Mr Ian Shepherdson, economist at Midland Global Markets said the rise in investment goods output was "evidence that the recovery is shifting in favour of industry, which is vital if consumer spending slows in the face of tax rises."

● The surge in North Sea oil and gas production which has helped to underpin recent industrial output lifted total UK primary fuel production in the three months to February by 9.4 per cent, according to the Department of Trade and Industry. Oil production in the period was 30.5m tonnes, up 25.8 per cent compared with the same period in 1993.

The Concorde trial for AZT is confirmed: FT writers assess the future for patients and for Wellcome

Effective Aids treatment still out of reach

By Clive Cookson, Science Editor

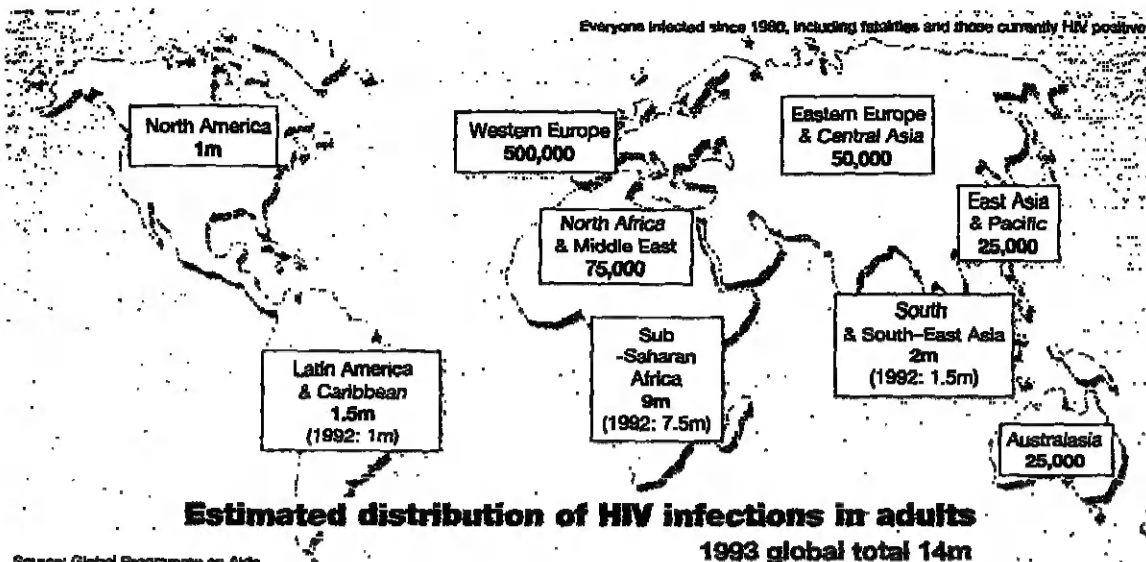
The year between the preliminary publication of the Concorde trial results and their final confirmation today has been a period of almost unrelieved gloom for the estimated 12m people worldwide who are infected with HIV, the virus that causes Aids.

AZT, the only established Aids drug, turns out to deliver no lasting clinical benefit to people who are HIV-positive but not yet showing symptoms of the disease. And worldwide expenditure of more than £1bn a year on Aids research has produced a plethora of potential drugs in early stages of development, but nothing likely to treat the infection effectively in the immediate future.

The official conclusion of the Franco-British Concorde study in today's *Lancet* is a cautious statement that "the results do not encourage the early use of AZT in symptom-free HIV-infected adults." That leaves doctors free to prescribe the drug if they want to.

But Prof Ian Weller of London's Middlesex Hospital, the study's principal UK investigator, said his advice would be not to take AZT until symptoms appear. Other clinical trials have shown that the drug does then delay progression of Aids.

"Our results show that any benefits of AZT are transient and they have disappeared completely after three years," said Prof Weller. "A policy of careful watching and waiting is just as good as writing that prescription."



And it makes it easier for someone who's HIV-positive to live life to the full, without being turned into a 'patient' taking tablets and receiving frequent blood checks."

On the other hand, Dr Trevor Jones, research director of Wellcome, AZT's manufacturer, insisted that "the drug remains the best weapon we have to slow the progress of the disease. The question is where in the course of the disease you begin."

Wellcome said patients should discuss the benefits of early and late treatment with their doctors, "allowing the patient to make an informed choice." But Dr Jones believes early

treatment is valuable because some benefit, even a transient one, is better than taking no action against the replicating virus.

Aids charities and patient groups yesterday accepted the Concorde conclusions. "For everyone living with HIV, these are very disappointing results," said Mr Nick Partridge, chief executive of the Terrence Higgins Trust. "While other clinical trials have shown some benefit from AZT for people diagnosed with Aids, this trial has failed to find any added advantage in the early, long term use of the drug by those who are HIV-positive but have no symptoms of Aids."

Yet, Mr Partridge said, many HIV-positive people would find it hard to resist medication until symptoms appeared. Those who preferred to fight the infection more aggressively should, instead of simply taking AZT, consider joining one of the many clinical trials of experimental treatments.

The largest trials now in progress are assessing the effects of combining anti-HIV drugs. Many researchers believe the best long-term prospect will be to prescribe a cocktail of two or more medicines; the ingredients may have a synergistic effect in combination, and it is harder for the virus to mutate to develop resistance to sev-

eral drugs at the same time. The International Delta trial, for example, has recruited 3,000 patients to test combinations of AZT with the two other drugs approved for HIV therapy: Roche's Hivid (DDC) and Bristol-Myers Squibb's Videx (DDI).

All three drugs are synthetic chemicals called nucleoside analogues which work by mimicking natural building blocks of genetic material. When HIV takes up a drug molecule, it stops replicating.

But the international pharmaceutical industry is also developing several quite different ways of fighting HIV, which may work better even than combinations of nucleoside analogues, with fewer toxic side-effects.

A comprehensive survey by the US Pharmaceutical Manufacturers Association listed a total of 103 Aids medicines in clinical trials at the end of 1993, 30 of which were aimed directly at HIV.

Innovative genetic approaches include "gene therapy" - putting anti-viral genes into patients' blood cells - and drugs that inactivate HIV by switching off its genes. But such futuristic products are unlikely to be approved for general treatment for several years.

"One of the lessons of Concorde is that pinning too many hopes on drugs still in clinical trials increases the disappointment and disillusionment felt when trial results highlight the limitations of therapy," Mr Partridge said. "Above anything else, the Concorde trial has shown us how far away we still are from effective long-term treatments for Aids."

Wellcome pledge to pursue combination therapy

By Daniel Green

Seven years ago AZT was launched into a world alarmed at the prospect of an Aids plague. Sales forecasts not from Wellcome, which developed the drug, ranged up to \$2.5bn a year. But in the first six months of Wellcome's current financial year, AZT brought in just £10m. In the world league table of best selling drugs, it is about 70th.

The main cause of the drug's mediocre performance is that it is not prescribed to HIV-infected people who do not have Aids. Although figures are difficult to confirm, it is widely accepted that fewer than 10 per

cent of HIV-infected people are suffering from the disease at any one time, though almost all will eventually contract it.

Patients without symptoms - "asymptomatics" - are regarded as a more lucrative market for the simple, if unpalatable, reason that they live longer. The Concorde study published today confirms that such patients have little if anything to gain from taking the drug and that therefore it will not be the "blockbuster" Wellcome must have once hoped.

Although the preliminary version of the trials, published a year ago, were attacked by Wellcome, the company took a more amiable line yesterday.

Mr Trevor Jones, Wellcome's director of research and development, argued that the final version of the report was essentially positive because it said there was some transient benefit for asymptomatics.

Mr John Robb, chairman and chief executive, insisted that the fortunes of AZT were vital for the company. "It is our second biggest selling product and is very important for the company," he said.

He said the company's strategy would remain unchanged: to pursue combination therapy - the use of the drug in combination with others. The company has just signed a deal with Glaxo, the UK's biggest

HIV DRUGS CABINET	
Drug	Company
Retrovir (AZT)	Wellcome
Hivid (DDC)	Roche
Videx (DDI)	Bristol-Myers Squibb
STC	Wellcome/Biochem Pharm
Ro31-8959	Roche
Zenit (947)	Bristol-Myers Squibb
GS 296	Glaxo
U-87201E	Upjohn
EF19	Scott
DAS 398L-2	Seragen
Vaccines	Various

First three drugs available, rest undergoing trials

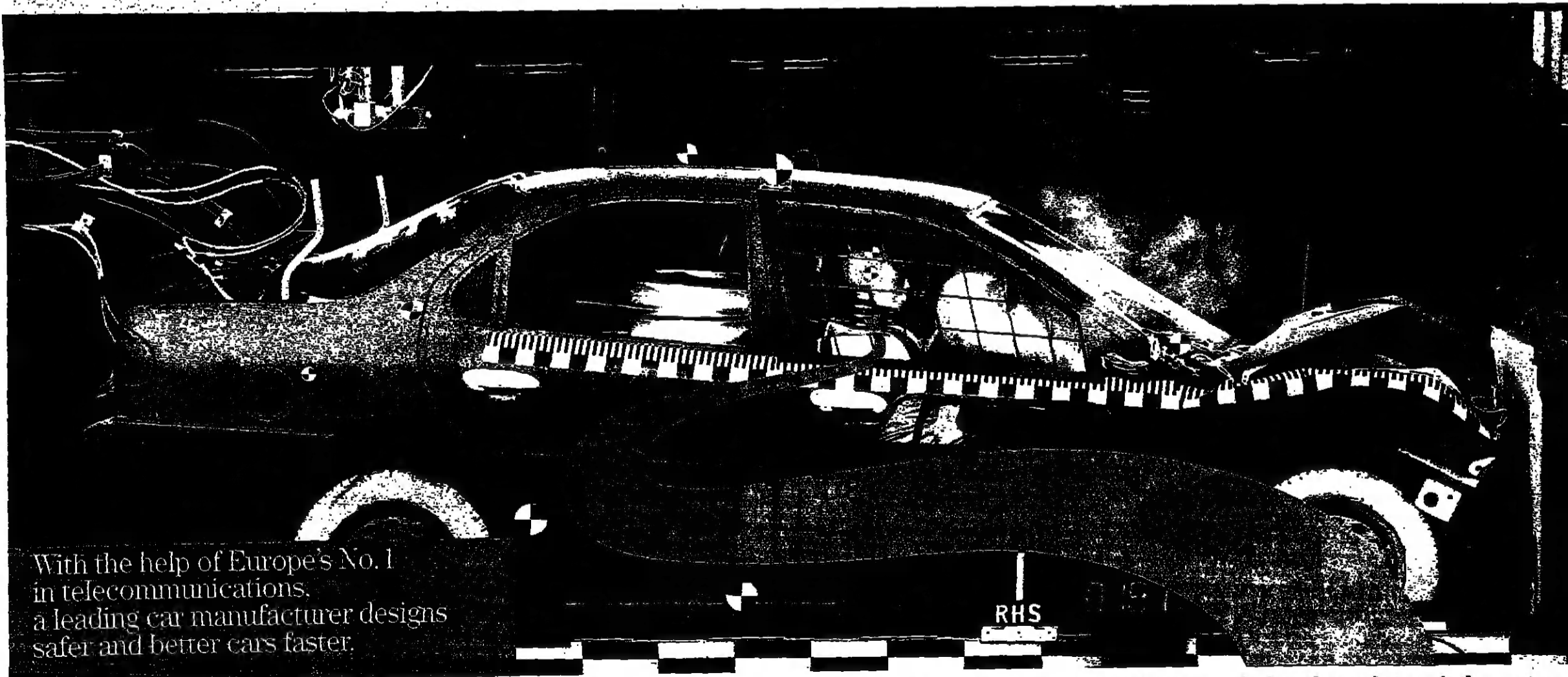
in laboratory tests.

The trials results nevertheless come at an awkward time for the company. Last month, Wellcome shares fell 8 per cent after it reported slower than expected first-half sales growth and revealed that it was dropping development of a new anti-herpes compound. The company also unveiled plans to cut UK staff with further cuts to come in the US.

City analysts remain unconvinced about the ultimate importance of the drug and its prospects. "Sales of this drug have stopped growing because of Concorde," says Mr Paul Krikler, analyst at securities house Goldman Sachs.

They say AZT is significant to Wellcome but argue that it is not central to the company's fortunes. Another drug, the herpes treatment Zovirax, has first half sales of sales of \$418m, up from \$369m a year earlier. Zovirax is in the world's top 20 drugs with sales of more than \$1bn a year.

AZT, on the other hand has gone into a decline, says Mr Stewart Adkins of Lehman Brothers. He forecasts current year sales of AZT to fall to \$218m from last year's figure of \$248m. "Retrovir will become less important to Wellcome. The company will have to work hard with combination therapies to reverse the trend."



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THE PROPERTY MARKET

Property shares have come back to earth with a bump. In the past two months, they have lost more than a sixth of their value, outstripping the 10 per cent fall in the stock market as a whole.

In 1993 the mood of optimism buoyed by hopes of a sustained recovery prompted property shares to trade at a premium to assets. But the premiums have proved short-lived. After starting the year on a premium to assets of more than 25 per cent, property shares are now trading at a discount to assets of about 3 per cent.

The turnaround is not surprising: property shares have only traded at a premium to assets once before in the past 20 years, in the run-up to the 1987 stock market crash. Historically property shares have traded at a discount to assets in excess of 20 per cent.

The stock market is undoubtedly more discriminating in its appetite for property shares

This sharp re-rating of property shares marks a change of attitude towards the sector. A new mood of caution hangs over property shares and - to a much lesser extent - the property market itself.

Three main factors lie behind this development: the fall in the bond market this year; the large number of new property issues and rights issues; and a rash of disappointing results from quoted property companies.

The most significant of these fac-

Nimble-footed likely to remain a step ahead

Property shares have lost their lustre in a market beset by uncertainties, says Vanessa Houlder

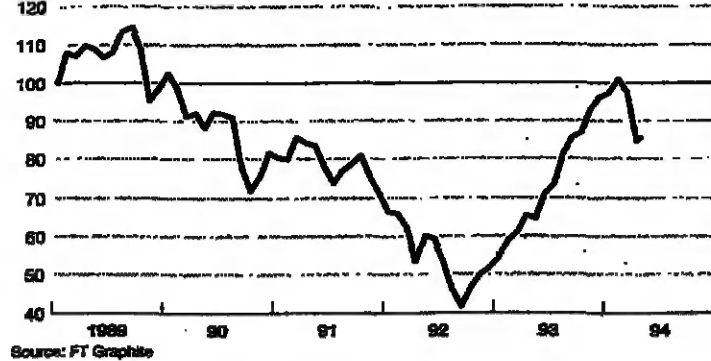
tors is the performance of the bond market; the fall in bond yields was the main factor driving last year's strong recovery in property values. With the fall in the bond market this year, the property market risks losing some of the momentum behind its recovery.

Views differ on the likely impact of the fall in bond values on property. BZW, the securities house, says the decline in the bond market is likely to result in a marked slowdown in the property investment market. It could even lead to falls in the value of properties with high incomes but poor prospect of rental growth; such properties are most sensitive to movements in bond yields. BZW has scaled back its forecast of property asset growth this year from 16 per cent to 10 per cent.

In contrast, some analysts believe that the impact of the bond market on property has been exaggerated. Other factors, they say, will sustain a property recovery. First, the volume of money which institutions, foreign investors and property companies are putting into the sector will sustain rising property values. Second, the promise of a resurgence in rental values will encourage the market. "We are getting close to

Property shares: out of favour

FT-SE Property Index (released Jan 1, 1988=100)



Source: FT Graphics

rental growth for the first time in four years," said Mr Selwyn Jones of Credit Lyonnais Leasing, a broker. Regardless of such market sentiments, there is little doubt that the stock market is now more discriminating in its appetite for property shares.

This loss of enthusiasm is largely attributable to the glut of shares being issued by property companies. About 270m of new property issues, rights issues and convertible bonds have been issued in the past

two months. With many more such issues in the pipeline, property companies will have to price their shares more competitively to ensure success.

This necessity has been underlined by the failure of last month's public offer for Capital Shopping Centres, a new property company specialising in out-of-town shopping centres, which was only 14.4 per cent subscribed.

Yet another factor blunting the stock market's enthusiasm for prop-

erty shares is the batch of disappointing results recently produced by quoted property companies. With the exception of Slough Estates, most of the results have been below expectations.

The shares of the biggest companies have suffered particularly hard in the market fall-out. The value of Land Securities, for instance, has fallen by a fifth this year. The only large property company whose shares continue to trade at a premium to assets is British Land, a reflection of the company's high borrowing to assets ratio and strong management record.

But the star share performers have been those of smaller companies. Topping the list is troubled Stanhope Properties, whose shares have risen by 39 per cent in value this year on the back of the acquisition of a 29.9 per cent stake in the company by British Land.

Stanhope aside, there is a raft of second-tier companies that have either improved their market value or suffered marginal falls in value this year.

Helical Bar, Burford Holdings and Capital & Regional Properties, for example, have largely withstood the downturn because some investors believe they have scope to increase asset values through acquisitions, active management or developments.

The relatively strong performance recorded by some of these smaller property companies suggests that property companies' fortunes do not simply depend on the movements of the market as a whole. By operating in specific niches these more nimble companies should be able to outperform their larger, slower-footed rivals.

The paradox in Paris

The rescue package unveiled last month for Credit Lyonnais, in which the bank transferred FF40bn of non-performing property loans into a specially formed company, has highlighted a paradox in the French property market.

The tactics used by French banks to deal with their property problems have helped avoid a market collapse; but the same strategies have also been blamed for a severe stagnation in the property investment market. A paltry FF70bn of investment deals were concluded in 1993.

The deep property recession which followed the heady 1980s left French banks with severe difficulties. By the end of last year lenders had already made provisions of about FF70bn against their total exposure of some FF450bn. But most analysts believe that larger provisions will be necessary to bring values down to more realistic levels.

Those institutions saddled with the property assets of defaulting clients have sought to protect their balance-sheets; they have done this by resisting the sale of property on the open market in a bid to crystallise their losses. Most deals have involved swaps with other institutions or the transfer of properties to specially created companies.

The Credit Lyonnais deal is a prime example. The bank has transferred FF40bn of non-performing property loans into a new state-controlled company, with the government guaranteeing FF18.4bn of the losses on these loans for five years. Credit Lyonnais said that the decision to hive off the property assets was taken because it had found it impossible to estimate the level of provisioning they required.

This practice, which has eased the pressure on banks to sell the property of defaulting clients, is partly blamed for the stalemate in the investment market. One reason why investors have held back is the scarcity of good quality buildings at a realistic price.

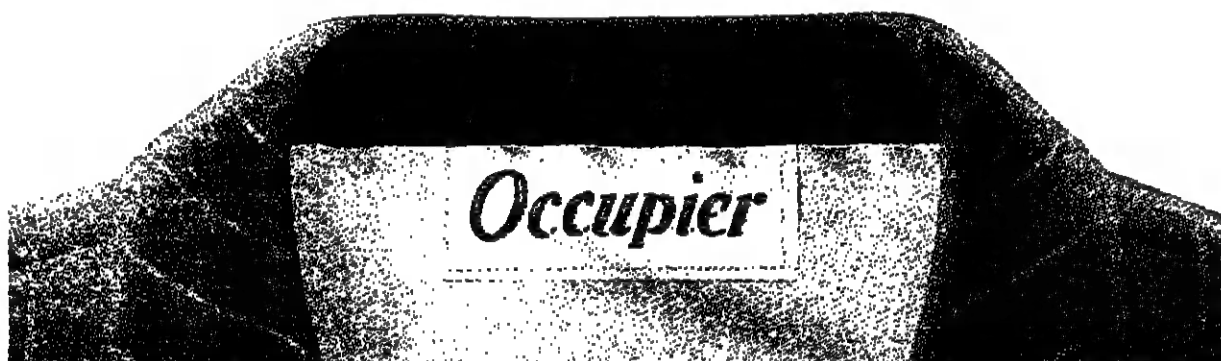
"Such practices have perpetuated an artificial shortage of good investment product; however, it is only fair to say that they were also instrumental in the early stages of the downturn in preventing a market collapse," said Mr Robert Waterland of Jones Lang Wootton, property consultants.

For some dealers, the relief that France has avoided a property crash is tempered by impatience at the slow pace at which the investment market is emerging from recession.

Vanessa Houlder



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صكنا من الامم

US trade officials considering economic sanctions to blow open Japan's closed markets should reflect on the experience of Toys 'R' Us, the American discount toy retailer.

Over the past two years, Toys 'R' Us has taken an independently estimated 4 to 5 per cent of Japan's \$600 (\$4.1bn) retail toy market, on which, to its managers' surprise, it is almost breaking even.

It has, with a mixture of managerial nerve and political help from the US government, destroyed a small but symbolic part of Japan's costly multi-layered distribution system and been a leader in the price discounting now sweeping across Japanese toy retailing.

Toys 'R' Us's experience has disproved the official US view that political pressure is the only way to make progress in the Japanese market - though it is useful - as well as challenged the belief of some European businesses that the best way in is to tip-toe across the threshold over many years.

The US group has sprung market share from the department stores and small corner shops that dominate retailing by offering up to 30 per cent discounts - admittedly helped by the dollar's fall against the yen - a wider product range and extras like parking, a luxury for most Japanese shoppers. Annual turnover per Toys 'R' Us store in Japan is \$15m-\$20m (\$10m-£13.5m), roughly double the sales per store in the US and it expects its overall Japanese sales to double this year.

"We wanted to make a statement and capture the minds of consumers. We felt a modest entry would have been more hazardous to our health than a massive move," says Larry Bouts, president of the US company's international division. He says Japan's recession has nurtured a fashion for value for money.

Bouts' experience has become a case study for other foreign retailers thinking of moving into Japan, like UK retailer Marks and Spencer, Eddie Bauer, a US retailer of outdoor lifestyle goods, and The Gap, a clothes store.

Unsurprisingly, the US toy group met fierce opposition from small shopkeepers when it was planning its arrival in the late 1980s, but their political influence has waned with that of their political patrons in the Liberal Democratic Party, thrown out of power last year for the first time since 1955.

The progress of deregulation over the past 10 years, while slow, meant Toys 'R' Us also had consent, if not support, from an unexpected quarter, the Tokyo government.

Toys 'R' Us knew it had to take a bigger financial risk in Japan than in other foreign markets. It committed \$100m to Japan in lease payments, stock, working capital and

Revolution in toyland

William Dawkins reports on a US discount retailer's success in Japan



Against all odds: Toys 'R' Us has won a significant slice of Japan's market

training, even before it opened its first store in late 1991. "Several hundred million dollars" later, says Bouts, it has 16 stores stretching across regional Japan and plans to increase this to 24 this year, with an eventual goal of 100 stores.

The decision to hit the market on such a big scale is in line with Toys 'R' Us's general approach. But Bouts felt it was especially right for Japan, a lesson of the "only modest success" achieved there by Pepsico Foods, his former company.

Very high turnover per store was needed to cover costs which are, generally, the highest in any market. The only exception is debt, made cheap by Japan's low official interest rates. Bouts estimates that his Japanese prices are between 50-100 per cent higher than in the US. Even so, his Japanese profit margins are "much lower" than the average for Toys 'R' Us's stores worldwide.

But a high proportion of Toys 'R' Us's Japanese costs are fixed - rent, for example - so that further rises in sales should create sharp rises in profit. "We keep adding to fixed costs at a declining rate as we achieve economies of scale... I have some warm feelings about our cost structure," says Bouts.

The other advantage of size is negotiating power, an important ingredient in Toys 'R' Us's success in the US and Europe. Three quarters of its Japanese stock is imported from the US, which gave the group enough volume to justify setting up its own direct import company, to deliver straight from the docks to its warehouses, the first foreign retailer to do this in Japan.

Toys 'R' Us makes direct imports elsewhere in the world, but this was provocation to Japan's still powerful network of distributors. "People said we could not do it, but we insisted we needed control over our distribution," says Bouts.

In a second challenge to Japan's cosy distribution cartels, Toys 'R' Us insisted on buying some of its Japanese-made stock direct from the manufacturers. "At first, most Japanese manufacturers said they would not sell to us. But as the downturn started we became more in demand. They needed large orders," he explains.

Nintendo, the computer games maker, initially said it would only sell through wholesalers. The wholesaler pays 60 per cent of the suggested retail price and sells on to the next stage of the chain at 70 per cent, which then adds another margin before selling to the shop. Nintendo's eventual agreement, to sell to Toys 'R' Us at 70 per cent of the retail price, sent "shock waves" through the toy industry, says Dean Perry, retail analyst at Lehman Brothers in Tokyo.

Even Dalei, Japan's only national supermarket chain, has faced a struggle to achieve direct buying. Yet Bouts believes the shift in balance of power from manufacturer to retailer seen in the US and Europe is now taking place in Japan. Evidence for that is a decline over the past five years in the proportion of Japanese toyshops to stick to manufacturers' recommended retail prices, from 70 per cent to just under 30 per cent, according to a recent survey by the Fair Trade Commission. More than 80 per cent of the shops surveyed attributed this to the impact of Toys 'R' Us.

US political pressure was useful, in that it inspired a Japanese government decision to speed up approvals for the development of new shopping complexes.

This was a result of the Structural Impediments Initiative trade talks with the US, one of the several abortive attempts at bringing down the Japanese trade surplus. Toys 'R' Us was even singled out as a lesson in US-Japan trade relations by former US president George Bush, who opened its second Japanese store on his 1992 trade mission to Japan.

However, even after this liberalisation, Bouts says it still takes three times longer in Japan than in the US to get approval for a new store. Toys 'R' Us was, however, pleasantly surprised at the understanding it received from the Japanese government on other matters.

It agreed, for example, to allow Toys 'R' Us to send toys to foreign laboratories to be tested for rigorous Japanese safety standards and to scrap a requirement that foreign toys had to be retested every six months.

It is difficult to tell whether Toys 'R' Us has been a catalyst in the changes in Japanese retailing or has simply cashed in on them. But its experience does show that one part of the Japanese market is opening for real. Other sectors might follow a similar pattern.

CHRISTOPHER LORENZ

The good and the bad of bigness



Bigness used to be considered a virtue in business. But it has had a decidedly bad press of late. For more than a decade, pundits after pundits, from Tom Peters to Harvard economist Michael Jensen, has sounded the death knell for large companies.

The real world has appeared to bear them out: action by governments, shareholders and managers themselves has broken up all sorts of established dynasties, both sensible but unwieldy business monoliths such as AT&T, and illogical conglomerates such as ITT. Other big companies have reacted by stripping themselves "back to basics", concentrating on their core businesses, and divesting or "outsourcing" the remainder. A fashion has even developed for voluntary demerger.

In the marketplace, lumbering giants, from IBM, Sears Roebuck and General Motors to the American TV networks, have been overtaken by more sprightly upstarts - Microsoft, Wal-Mart, Toyota, CNN - and been attacked by hordes of smaller innovators. Small is now beautiful, it seems - at least until, like Microsoft, you become big enough to join the ranks of the bad and ugly.

In his new book, *Global Paradox*, John Naisbitt, the futurologist who made his name with *Megatrends*, declares that "the bigger the world economy, the more powerful its smallest players". He claims that "we have moved... from bigger is better to bigger is inefficient, costly, wastefully bureaucratic, inflexible and, now, disastrous".

As the events of the past few weeks have shown, this blanket judgement is at best misleading and at worst dangerous. If big is bad, why is Lon Gerstner, the new chairman of IBM, reversing his predecessor's strategy of breaking up the company, and instead focusing on "leveraging our economies of scale across research, development, manufacturing, distribution and services," as he put it a fortnight ago?

If big is bad, why is Alex Trotman, Ford's new boss, accelerating the integration of the motor company's design, engineering and manufacturing operations across the globe? Why has BMW bought Rover? Why is Sir Colin Marshall of British Airways pressing its American affiliate, US Air, to clean up its act so that the two companies can move on to their next stage of integration?

The answer is not that any of these people is blind to the frequent virtues of smallness. It is that bigness is a much misunderstood and overused concept. In the words of Dawn French, a sizeable and hugely popular British comedienne who has assumed the role of chief advocate for large ladies in Britain - much more happily than Roseanne Barr in the US - bigness brings "something extra, and it's not just flesh".

In the wrong form, bigness can mean a business is fat, lumbering and ineffective. But in the right form, it can mean it is vibrant, powerful and agile.

One of the reasons why bigness has fallen into such disrepute is that its more technical definition - scale - has been confused by many people with scope and diversity. What was wrong with ITT and most other companies in the 1970s and 1980s was not that they were too large as such, but that their scope was too broad - they were too diverse to be managed effectively. In each of their various businesses, however, they were often too small. This was certainly true of ITT's telecommunications interests, which had inadequate scale to be competitive in the 1970s, and failed utterly to meet the changed circumstances of the 1980s. Hence their sale.

Equally, AT&T was too broadly spread within the US market - where it was both a manufacturer and a monopoly service operation - but too small from a global point of view. In the US it suffered from diseconomies of scope - and

also of scale - but in global terms it was of sub-optimal size. So, today, is BA, and possibly still BMW.

In other words, big is both relative and - with all respect to French and Barr - not necessarily broad. Nor is big necessarily fat. Anyone who still equates the two should look at Percy Barnevik's ABB, Lew Platt's Hewlett-Packard or Livio DeSimone's 3M. Each is big in its chosen markets but exceedingly lean in the way it is managed. The same applies to a growing number of large multinationals, especially in the US but also in Europe.

Stripped of their superfluous businesses and activities, they are managed increasingly like a collection of small businesses - but with the difference that they also exploit scale economies in selected parts of their "value chain".

For many, this means sharing various degrees of research, design, development and purchasing across their businesses, and also aspects of distribution and service. For others - rather fewer, since the critics are right that large factories can be a handicap - it means harnessing economies of scale in production. For almost all of them it means sharing managerial skills, in particular through the common development of people. In each case, bigness brings benefits.

The trick in this process is two-fold. First, to recognise that the required level of bigness varies not only between industries, but also between the various businesses and value-adding activities within each industry.

The second, far harder, challenge is to achieve the requisite degree of co-ordination or integration without falling foul of what management professors call "the cost of complexity" - what economists prefer to term "unacceptably high transaction costs".

That trick is what Ford claims to be performing in its gradual process of global integration. It is what IBM must achieve if it is to justify Gerstner's retention of so many businesses. Only then will "Big Blue" cease to be seen as bad and ugly, and instead join the ranks of the lean and beautiful.

LEGAL NOTICES

Registered in England and Wales
Standard Building Supplies Limited
The West Building Supplies Limited
(Company Number 1512327 & 1616798)
Head Office: 25 St. Andrew's Lane
Dulwich, London SE21 8JH
Tel: 0181 491 0000

NOTICE IS HEREBY GIVEN, pursuant to section 48(2) of the Insolvency Act 1986, that a meeting of the creditors of the above named company will be held at 1. First Floor, 25 St. Andrew's Lane, Dulwich, London SE21 8JH on 15 April 1994 at 10.00 am for the purpose of receiving and considering the report prepared by the administrator under section 48 of the said Act. The meeting may, if it thinks fit, resolve to appoint a committee of inspection or to authorise the administrator to do so.

Dated this 25th March 1994
Clifford Chance
200 Abchurch Lane
London EC4A 3DF
Ref: RWC
Solicitors for the Company

Registered in England and Wales
Standard Building Supplies Limited
(Company Number 1512327 & 1616798)
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Dated this 25th March 1994
Clifford Chance
200 Abchurch Lane
London EC4A 3DF
Ref: RWC
Solicitors for the Company

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice, Chancery Division dated the 23rd March 1994 confirming the liquidation of the above named company of 211,148,356 was registered by the Registrar of Companies on 25th March 1994.

Dated this 25th March 1994
Clifford Chance
200 Abchurch Lane
London EC4A 3DF
Ref: RWC
Solicitors for the Company

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Clifford Chance
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London EC4A 3DF
Ref: RWC
Solicitors for the Company

BUSINESSES FOR SALE

Bulmas Plastics Limited (In Administrative Receivership)

The business and assets of Bulmas Plastics Limited, a manufacturer of plastic injection mouldings, are offered for sale as a going concern.

- Turnover \$1.5 million
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For further information, please contact the Joint Administrative Receiver Michael Hore

ROBSON RHODES RSM
Chartered Accountants

PO BOX 15, St George House 49 Great George Street, Leeds LS1 3QA Telephone: 0113 499581 Fax: 0113 499582
Authorised by the Institute of Chartered Accountants in England and Wales to act as Insolvency Practitioner.

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BUSINESSES FOR SALE

Appear in the Financial Times on Tuesdays, Fridays and Saturdays. For further information or to advertise in this section please contact

Karl Loynton on 071 873 4780 or Melanie Miles on 071 873 3308

FINANCIAL TIMES
Company's business directory

FOR SALE

Aztec Mining Company Limited

- 20% interest in the Golden Grove Joint Venture
- 100% interest in the Woodcutters Mine

Expressions of interest are sought from parties interested in acquiring the major non-gold assets of Aztec Mining Company Limited.

Possidon Gold Limited is currently entitled to 97% of Aztec and has moved to compulsory acquisition. In its Part A Statement of 31 January 1994, Possidon Gold stated, in part, that it was its intention to recommend to the Board of Aztec that the non-gold assets be sold. Aztec has now decided to sell the non-gold assets by way of public tender.

Grant Summit & Associates Limited has been appointed to advise Aztec in relation to the sale of its non-gold assets and to conduct the tender on its behalf. Grant Summit is seeking expressions of interest from parties interested in acquiring either or both of Aztec's 20% interest in the Golden Grove Joint Venture and its 100% interest in the Woodcutters Mine.

Information Memoranda outlining the tender process and describing the assets to be sold will be provided to prospective purchasers on execution of Confidentiality Agreements. For further information you should contact:

Grant Summit & Associates Limited
Level 6, 1 Collier Street
Melbourne VIC Australia 3000
Attention: John MacIntyre
Telephone: +61 3 634 7300
Facsimile: +61 3 634 7338

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- Anchor Handling/Tow/Supply Boats - 3000 HP One
- Tow/Supply Boat - 2400 HP One
- Supply Boat - 2250 HP One
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All vessels are presently on charter but we do not guarantee continuation of charter party in the event of change of ownership.

All vessels owned 100% by the company free of any encumbrances. Company has been in business for long time and enjoys excellent market reputation with suppliers, service companies and marine customers. Sale of company name/goodwill can be arranged in the event of intending purchaser wishes to have a base in the GULF.

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Koppel Corporation Limited (Incorporated in the Republic of Singapore)

NOTICE OF SUSPENSION OF BOND CONVERSION OF:

- (1) US\$75,000,000 4% CONVERTIBLE BONDS Due 1997
- (2) US\$75,000,000 2-3/4% CONVERTIBLE BONDS Due 1997

NOTICE IS HEREBY GIVEN that the above bonds will not be convertible during the period 2nd June 1994 to 4th June 1994, both days inclusive, being the period during which the Share Transfer Books and the Register of Members of the Company will be closed for the purpose of determining shareholders' entitlements to the dividends to be declared in respect of the financial year ended 31st December 1993.

By Order of the Board
Teo Soon Hoe
Secretary

8 April 1994

Coopers & Lybrand

CANADIAN BUSINESS OPPORTUNITIES
GRANITE TILE PROCESSING PLANT

Coopers & Lybrand Limited in its capacity as Receiver and Manager of Timmerman Alberta Stone Processing Ltd. invites written offers for the on-bloc purchase of an Automated Granite Stone Tile Processing Plant located in the City of Leduc which is approximately 25 kms. south of the City of Edmonton, Alberta, Canada.

Written offers accompanied with a 15% deposit will be accepted until 12 noon, Edmonton Time, Friday, April 29, 1994. For further information, please contact Mr. Ron J. Nordstrom or Mr. John A. MacNutt.

Coopers & Lybrand Limited
2500 Oxford Tower
10235 - 101 Street
Edmonton, Alberta, Canada
T5J 3N5
Telephone (403) 421-3111
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TECHNOLOGY

Worth Watching - Della Bradshaw



Miniature barcode takes your order

A company in Japan has shrunk the ubiquitous barcode to one tenth of its normal size. Because the micro barcodes can be squeezed into catalogues or directories instead of order numbers, the codes, along with their hand-held scanner, could be used for ordering from catalogues or stock lists, or even for phoning numbers directly from a phone book.

Developed by Neorex, of Nagoya, with its international development handled by Foxmark International, of Tokyo, the micro barcode scanner incorporates a specially developed lens which has to be placed in contact with the tiny barcode but can read it even if the lines are not entirely clear. It can also read the barcodes if they have been faxed. The lens could be incorporated in a telephone handset for less than £30, enabling companies or consumers to read and then dial a number quickly or transfer order information down the phone line to a central database. Foxmark Japan, 3 3578 9400.

Chips feel cooler with Oasis

An inert fluid which is used as a dressing to treat burns is now being used in the electronics industry to prevent the latest processor chips from over-heating.

As consumers demand increasing power packed into smaller packages - from laptop PCs to cameras - many microprocessors have had difficulty working at their full capacity without over-heating. Oasis has been developed by Aavid, of Laconia, New Hampshire, to dissipate the heat. Oasis incorporates a fluid developed by 3M which boils at between 56°C and 58°C and is

intended for use where there is a minimal amount of space above the microprocessor. As the fluid boils it vaporises and then is carried away to a condenser where it turns back into liquid. Aavid: US, 603 528 3400.

Magnets caught in traffic jam

Magnets have come a long way from the school physics laboratory. Thorn Automation, of Rugeley, Staffordshire, has developed a portable traffic analyser which uses magnets to detect the type of vehicle travelling along the road.

The Edgehog incorporates a magnet in a box secured to a post up to 1.5 metres from the road edge. As vehicles pass, the magnetic field they produce is measured by the Edgehog, enabling it to determine the difference between cars, van and lorries - the main aim of many traffic censuses. By placing two Edgehogs two metres apart the speed of the vehicles can also be measured.

Thorn Automation: UK, 0839 355151.

Magnets are also coming to the aid of companies with drinks vending machines. The machines often get clogged up with deposits of scale, particularly in hard water areas.

Water Technics, of Woking, Surrey, has adapted magnetic technology already used in the processing industry to help keep vending machines in operation. To prevent the scaling the water passes through the magnetic field created by strategically-placed magnets. The magnetic forces prevent the calcium and magnesium crystals sticking to each other and so being deposited. Water Technics: UK, 0433 383963.

Background noise told to quiet down

Many employees of industrial companies, such as chemical plants or papermills, literally cannot hear themselves think. Now a US company has developed a communications system for hazardous and industrial areas where the handset eliminates 75 per cent of the background noise. Developed by GAI-Tronics, of Reading, Pennsylvania, the Europea combines an intercom and a public address system. GAI-Tronics: US, 610 372 5151.

Three years ago, Barclays Bank Trust Company, a unit of Barclays Financial Services, was caught in a vicious spending circle. For every £100 of revenue, it was spending £90 on servicing its customers. Greater use of computers in the company would have cut costs, but such investment was not made because its earnings were thought to be too small.

But times have changed. This month, the company will start to reap the full benefits of a restructuring programme. Its operations have been redesigned, its operations centralised and new systems introduced. Now, only £55 of every £100 goes on customer servicing. The total cost to the business of this process re-engineering project, codenamed Meridian, was £32m, of which £8m went on information technology.

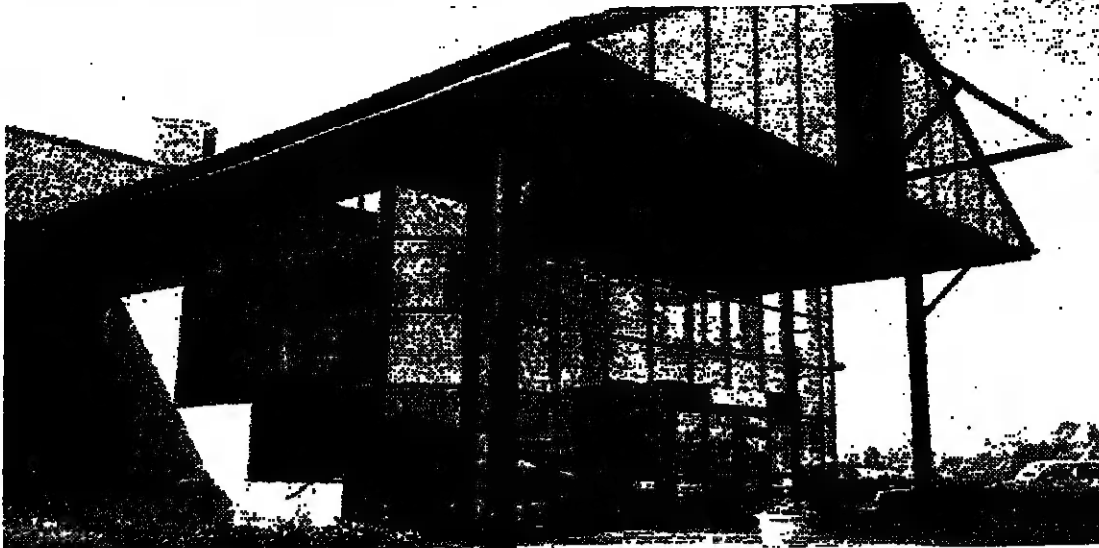
Although its procedures were largely paper-based prior to the project, the company scored highly in customer satisfaction surveys. People liked the "quill pen" image. David Johnson, head of project management services at Barclays Financial Services, part of Barclays Bank, said: "It wasn't quite copperplate handwriting, but Dickens would have felt at home there."

However, with the market for trust services (investment management, taxation, executorship and trustee businesses) becoming more competitive, Barclays had to act to maintain its position. "Barclays was under pressure to improve efficiency or let building societies, accountants and solicitors cherry pick its most profitable customers," says Johnson.

"The only way we could continue to offer the same level of customer service at a competitive price was to use IT. So we started looking for opportunities," he says. The trust company, based in London, had eight branch offices and 22 regional offices, most located near Barclays Bank branches which referred business to them.

Barclays Bank Trust realised it could lower costs if it took back-office administration away from these offices and based it in two or three centres. This marked the beginning of Meridian which comprised: redesigning business processes; deciding which jobs would be needed after the reorganisation; automating the redesigned processes; and selecting new locations.

Planning took six months. One of the first tasks was to map the steps involved in Barclays Bank Trust's work processes and assess how they could be improved. A system from Digital Equipment called Stars was used to trace information flows. This depicted processes in different colours depending on whether they were paper-based or computerised. It showed the way the business was



Streamlined: administration for investment management and taxation is now carried out at the new Peterborough centre

Back in business and up-to-date

Barclays Bank Trust has spent £32m to cut costs and improve customer services, reports Joia Shillingford

organised and identified bottlenecks. Based on the redesigned information flows and users' requirements, it was possible to define the number and type of jobs needed after relocation.

Barclays Bank Trust then chose suppliers for the IT equipment, which included an investment management system. The company initially ran into problems, however, after spending £500,000 for a system that it said did not function properly - it is now in litigation.

Barclays then chose a proven investment management package, Paladign, from DST/Clarke & Tilley of the US. It has added other features in a bid to gain a competitive advantage. For example, staff can now perform "what if" scenarios on customers' share portfolios, to find out the most efficient way of handling their affairs.

To the user, the extra features look as if they are part of Paladign because they are available through the same interface - Foss (front-end support system). There are two versions of Foss, one for investment management and one for executorship and trustee (with options for handling property, estate accounts,

old master paintings and other types of business).

Johnson believes that the combination of choosing a tried-and-tested package and the add-on features has helped the company meet the project's deadline of end-March 1994.

"If we had missed the deadline, a lot of employees who were relocating would have had their lives messed up," he says.

Paladign runs on an IBM AS/400 system based in Poole, Dorset. This sends data to computers in the new back-office centres in Peterborough Business Park (for investment management and taxation) and Northwich near Manchester (for executorship and trustee work).

For Barclays Bank Trust clients, centralisation means that instead of calling a regional office they are assigned their own service representatives at the two new centres. If the contact is away, another administrator can call up the relevant details on a computer screen.

The main back-office systems are linked electronically to Barclays Stockbrokers (in Glasgow) and to its own London brokers, BZW. So orders to buy or sell shares can be turned round more quickly.

Automation has other benefits:

- Staff can find out the state of a customer's portfolio instantly and calculate capital gains liability quickly when an order to sell is received.

- Orders to sell shares can be carried out in three or four days instead of up to 14 or 15 and require one piece of paper rather than up to 19.

- Accuracy should increase because checks are built in to the software to ensure compliance with financial regulations.

- Sales and customer service in the regional offices could improve because although there are fewer staff (down from an average of 40 per office to an average of 10), they are freed from back-office processing.

- Administrators can handle 450 clients instead of 200.

But for Barclays Bank Trust, the biggest benefit is the sharp improvement in the cost/income ratio. Savings will be made from the closure of eight branch offices and cutting the payroll from 1,200 to 750. Total cost savings have been put at £12m a year, giving a payback period of around two-and-a-half years.

Public peep at politics

Most technological achievements take years - if not centuries - to become the subject of academic research. But a service to be launched to a wider audience next Monday has already become part of a course at the University of Central England in Birmingham. Students studying the official and legal information course are looking at the workings of Polis, a parliamentary online information system which will be available internationally as Justis Parliament next week. Justis Parliament, from Context, the information service company based in London, will enable businesses, government departments, lobbying groups, the media and academics to obtain information about what will happen in both Houses of Parliament - standing committees, tabled questions, early day motions and so on. "Hansard is only a report of what has happened. Justis looks ahead," explains Michelle Green, marketing director of Context.

Whereas Polis is an online database service, available largely to members of parliament, Justis Parliament combines CD-Rom technology with an online service. This makes it considerably less expensive for the user.

A complete record of parliamentary events from 1979 to 1987 is stored on a single disc which costs £250; a second £250 disc buys records from 1987 to 1992. For the current parliamentary term from 1992, subscribers buy a combination of CD-Rom and online services. An annual subscription of £480 buys two discs plus the first 60 minutes of database search time.

Because the archival data is stored on CD-Rom, the time it takes to search the database is reduced, Green points out, resulting in lower costs.

The service is available over the public packet switched phone network and will be available on the Internet network later this year.

Della Bradshaw

PEOPLE

US/UK policy adviser joins BitC

Cay Stratton, one of the leading architects of radical change in the delivery of training in the UK, has joined BitC in the Community.

BitC is undergoing a regular three-year review and a number of job titles, including Stratton's, are yet to be determined. It is likely, however, that Stratton will lead new initiatives by BitC to promote partnerships between the public and private sectors.

Stratton, who was policy adviser to three successive employment secretaries in the UK, returned to the US last year to become senior policy adviser to Douglas Ross, assistant secretary at the Department of Labor. She returned to the UK earlier this year.

In the late 1980s, Stratton was chief executive of the Boston Pic Private Industry Councils are employer-led organisations which involve the private sector in education and training.

Norman Fowler, the then employment secretary, met her



on a visit to learn about PICS and US vocational training and in 1987 she accepted a one-year post as his special adviser. She stayed nearly six, also advising his successors, Michael Howard and Gillian Shephard.

Stratton was part of a small team which laid the foundations for the government's current policies on training. This included setting up Training and Enterprise Councils, which administer government-funded training and promote local economic development.

- A chief executive who has demonstrated considerable flair in the running of his own Tec has been appointed as the first full-time director of policy and strategy for the 82 Tec in England and Wales.



After more than a year without a chief executive, Laurentian Financial Group, of which the main element is a life assurance company, has appointed Roland Ward (above) to the post.

In the months following the departure of Paul Seymour, Ward and three colleagues jointly ran the business, reporting record profits of £7.3m in 1993. The board then decided to choose the chief executive from among the four; remarkably, at present the other three have decided to stay with the group. "We have a very good relationship - it could have gone to any of the others," Ward says.

He sees a big task for Laurentian, and for the life industry in general, to win the trust and confidence of the public; earlier this year Laurentian Life was fined £70,000 by its regulators for serious rule

breaches, including a failure to ensure sales agents gave best advice to investors.

For Laurentian in particular, Ward also believes it will be important to develop innovative products, in areas such as protection, since it cannot compete with leading companies in the sector in terms of size.

He comes from a banking background, having been with bank of America before becoming deputy chief executive of The Mortgage Corporation when it was set up in the late 1980s. While there, he was appointed managing director, which he joined in 1992 as group finance director. He is succeeded in that post by Michael Tallet-Williams, finance director of Laurentian Life.

- In a move aimed at bolstering its foreign exchange activities, Natwest Markets has appointed Michael Cornford, 47, as head of global foreign exchange.

He will fill the gap left by the promotion of Stephen Harris to the position of group treasurer for the Natwest Bank group. Cornford leaves his position as managing director, foreign exchange, at Swiss Bank Corporation in London to take up his new post in May.

Cornford says his philosophy will be to "deliver high value products and services to a well focused client base"; clients

Chris Humphries, who has been chief executive of Hartfordshire Tec since 1991, is expected to take up the position in June. In effect he will be chief executive of the Tec secretariat which supports the work of the Tec National Council, a body which represents Tec nationally, in particular in their relationship to the government.

Responsibility at a national level for policy and strategy has until now been handled in a part-time capacity by Richard Guy, the chief executive of South and East Cheshire Tec and Business Link.

Humphries, 44, is expected to play a key role in negotiations between Tec and the government as well as interfacing between the several specialist committees that develop Tec's policies. He will report to Mike Bett, the former deputy chairman of British Telecom, who has taken over as non-executive chairman of the Tec national council in succession to Edward Roberts.

require "one-stop shopping" delivered across time zones. But he adds that is "coming to a first class business where there is nothing broke that needs fixing".

- Michael Benson, chief executive of the Invesco Pacific Region, has been appointed a director of INVESCO.

Sally Collier and Christopher Vaughan have been appointed to the board of SAMUEL MONTAGU, part of HSBC.

- Helen Walsh has been appointed marketing director of NATWEST Ventures; she moves from the British Venture Capital Association.

Nicola Brooksbank and Nicky Maxfield have been appointed directors of PORTFOLIO FUND MANAGEMENT.

- Andrew Blair has been appointed finance director of CAL Futures and CAL Investments.

Philip Nash, formerly joint md of Fidelity International's UK institutional investment business, has been appointed md of FAIRWEATHER International Asset Management.

- William Meadon, Charles Richardson and Campbell Watterson have been promoted to the board of NEWTON INVESTMENT MANAGEMENT.



David Adams is to leave Henry Cooke Lumsden, the Manchester-based stockbroking and financial services group. A former chief executive, he says the parting is "amicable", but is precluded from saying more.

Most members of the northern network of professionals are interpreting this as the push after a rocky 1993. First, Cooke's merchant banking arm - Edington - was shut down by the Bank of England; in the general crisis of confidence in small deposit-takers three years ago some local authorities withdrew deposits, which damaged liquidity.

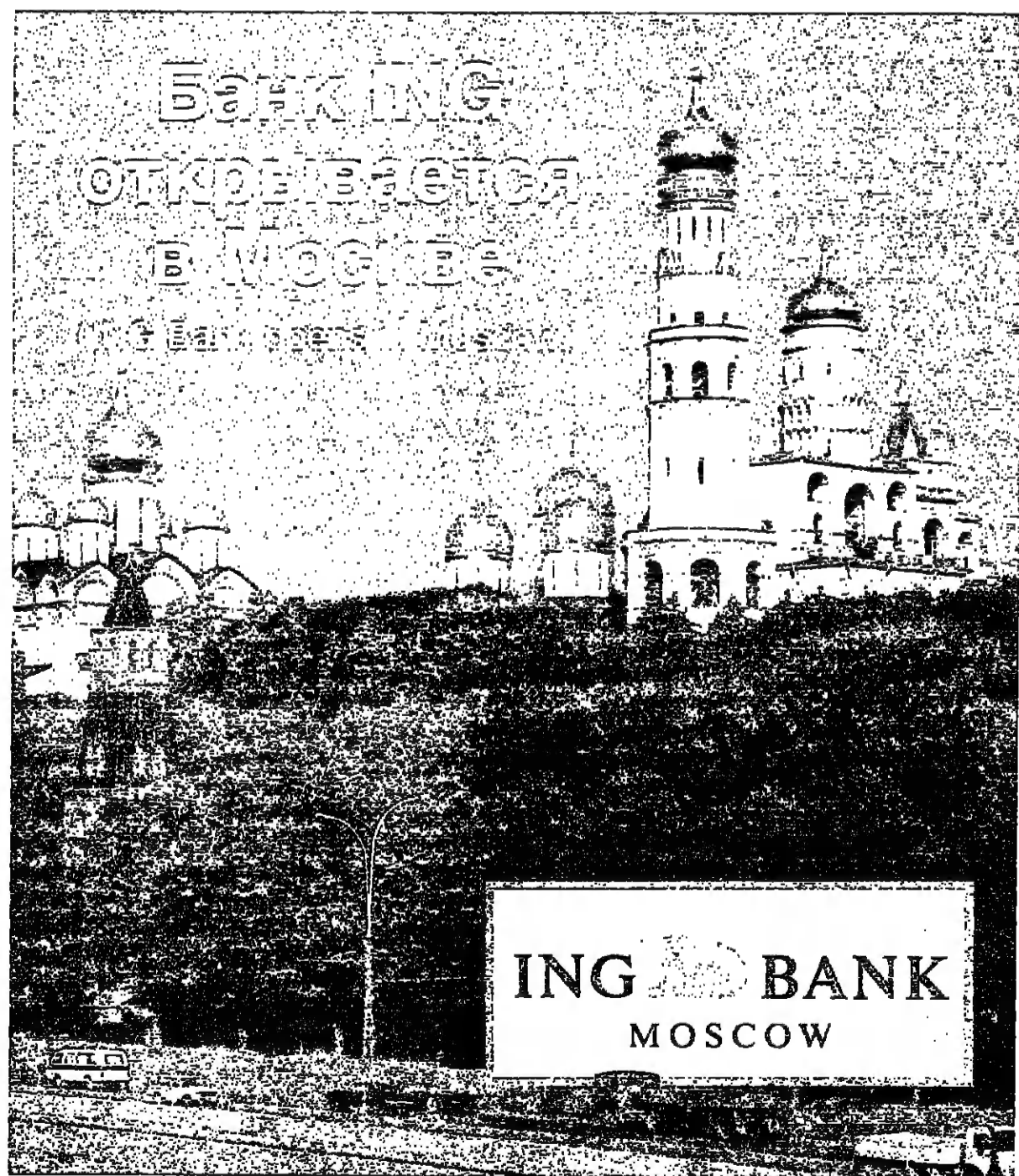
A successful receivership has so far returned 85p in the pound to depositors, with at least another 5p due this year. This has helped save both Cooke's and Adams' reputations, but the core stockbroking business suffered badly from low trading volumes in the recession.

The market stirred just in time to avert serious redundancies, but a wounded Cooke then had merger discussions with the Birmingham-based Albert E. Sharp. These foundered, but Sharp now has a Manchester office, run by some former Cooke's people - a thorn in Cooke's side.

Field Walton, a former Cazenove stockbroker, became chairman late last year. Cooke has now been reorganised into divisions catering for private clients, institutions, corporate finance and management of unit trusts and Peps, each with its own chief. Adams was shunted sideways to become finance director.

His departure confirms people's suspicions this was not an entirely happy arrangement. "Once you have been the boss, it's difficult not to go on being the boss," Adams let slip to a friend.

He is 50 and on the look-out. Influential contacts include Joe Dweek, chairman of Bodycote and his brother-in-law. He is also one of the leading activists behind Manchester's emergence as a European regional financial centre.



ING Bank is pleased to announce that its Moscow office is fully operational.

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For information on the services our Moscow office can provide, please contact Maarten Pronk on tel.: 7502.2245035; fax: 7502.2245037.

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Theatre

Dishonor with an honorable lady

This week ex-Avenger Howard Blackman is entertaining her admirers at the Criterion with her new women show, *Dishonorable Ladies*. It is a disconcerting event. Ms Blackman in maturity is very much the Colonel's lady rather than the Rosie O'Grady and the evening has the indefinable air of a genteel soirée at a fashionable spa at which a distinguished actress has been lured out of retirement.

Ms Blackman's succession of "femme fatales through the ages" would not ruffle the wings of a butterfly. They come across as gentle ladies, better at talking about romance than getting involved in anything so sticky as sex. But Michael Crompton, who is directing, and John Watts, have served Ms Blackman faithfully with material and anyone who enjoys anthologies will feel comfortable here.

Some of the items are lost gems, like a sketch by the deeply unfashionable Herbert Farjean, a monologue for a 1930s gold digger rehearsing the evening as she dresses to meet her date. Some are ill-conceived, like Ms Blackman attempting the wangs of the silent movies. Some are plain weird, like the excerpt from Eleanor Glynn's novel *Three Weeks*, which must surely return to print.

William Bizard is at the piano. He is the most diplomatic of men, for in his day he accompanied both Dietrich and Greta Garbo. The evening brightens with the musical numbers, in particular an updated version of *Let's Do It*, with John Major and the Prince of Wales neatly caricatured, and Pia's *La Vie En Rose*. All in all, an occasion for those who like their passion vacuum-packed.

Antony Thorncroft

At the Criterion until April 9.

Ballet/Clement Crisp

A Beauty to remember

To stage *Sleeping Beauty* or not? Directors of ballet companies embarking upon this sublime, supremest challenge should be on their knees with the "Lord, we are not worthy" ever on their lips. But hubris and chutzpah being what they are - and endemic in the dance world - companies go ahead. They trim, alter and, damn them, re-interpret, and *Beauty* suffers. So, by a nice twist of fate, do their dancers, who founder in the choreography - Petipa is not to be mocked. So, alas, do audiences, who are given dress instead of gold.

Now Scottish Ballet enters the fray with a new *Beauty*. It is not enough to say the work that it does not have enough dancers to produce the work as it should be, and, frankly, it is not enough to say the work is not schooling, the stylistic gaudiness to cope with Petipa. (I must observe that such demands are ill-met by any troupe in this country.) On the positive side, in this battle for classic order and dignity, is the fact that Galina Samsova - whom we have much admired in *Beauty* - is plainly not prepared to sacrifice the piece on the altar of gimcrack production and artistic expediency.

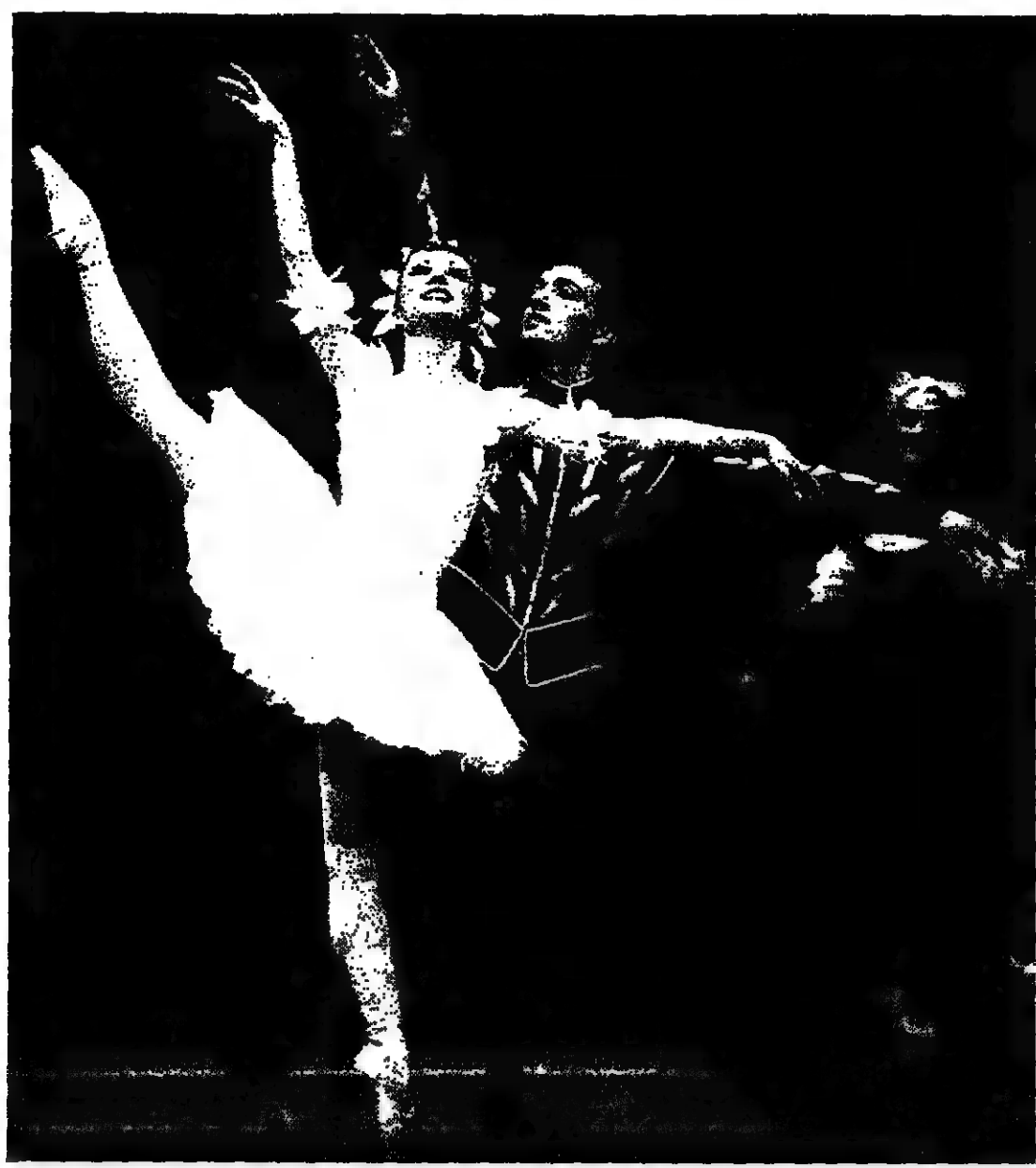
There results a staging far better than we might dare hope. The text is decent, given the concessions made to reduced numbers. Petipa's architecture, his finest choreographic ideas, are honoured. The dancers are learning from the standards made upon them, and Samsova has invited guest artists to bolster her ranks. The standards of the company's orchestra (83 musicians) and conductor, Alan Barker, are notably good. Tchaikovsky is safe. For her medium-size touring version, Samsova could not aspire to the decorative splendours properly needed so, in an intriguing compromise, she has borrowed sets from Patrick Kinmonth and costumes from Jasper Conran.

It is here that the work is strongest. Kinmonth's permanent set is of grey walls that can move to become various locales, with a vivid red bed as a glaring accessory, and a series of receding porticoes - the magical *Forest*. Clever, elegant, the scheme becomes claustrophobic, and the viewer's imagination is trapped. The idea is effective, but is, I suspect, for another, less airy ballet. Conran's costumes are subtle - colours unexpected, with fairs in sorbet-shades, muted in black and white, busily patterned - skilfully put and often elegantly conceived. Period is well suggested, but the work does not always register strongly. The final effect, though, is stylish: neither design nor ballet has been compromised.

Faced with the perils of Petipa's dances, the Scottish artists do at their best: the troupe looks far more secure as an ensemble than when I reported last year on their *La Bayadere*. There are optimistic moments, and variations when the school report reads "Must do better", but if *Beauty* is seen as a way of aspiring to classic decorum, then Scottish Ballet is on the right path, and this justifies the staging.

What totally justified Wednesday evening's performance (which I saw in Oxford's hideously uncomfortable Apollo Theatre) was the presence of Ludmila Semenyaka as Aurora. Semenyaka has been one of the glories of Bolshoi Ballet throughout the world. In her performance as Aurora we saw everything that the role demands: a physical, a style light, clear, harmonious; a grandeur that comes from the mastery of her technique as a pupil of Petipa's greatest - Semenyaka and Ulanova; and that sense of classic form that is the mark of the rarest performers in the academic style.

Her Aurora is a portrait of youthful charm, drawn with a simplicity and a technical authority that only



Winning the battle for classic order and dignity: Scottish Ballet's engaging 'Sleeping Beauty'

come when the role is fully understood. It is utterly engaging and, ultimately, utterly mysterious. We see how pure the dance is, with phrasing sprung from the score, with a dulcet mastery that makes triple pirouettes in the first act seem the most natural and happy expression of Aurora's delight. We sense, also, the long, long perspective of Semenyaka's art, which goes back by way of her teachers and coaches, and their teachers in turn,

to Petipa's time, so that the work does is not only right but inevitable. It is extraordinary classical dancing, and extraordinarily beautiful. And it was, on this occasion, sensitively judged for the confines of the stage and the means of the staging itself. Semenyaka's partner was Marcello Angelini, in style, well-mannered and attentive.

I salute the performance - that of Yulia Semenyaka as Aurora in the Bluebird duet. To

what can often seem a test of archness as much of technical facility, Mrs Shinhara brought wit, an enchanting sense, and a sense of joy, that were irresistible. It was most memorable dancing.

Scottish Ballet is at the Apollo Theatre Oxford until April 9; then plays *Sleeping Beauty* in Newcastle (April 12-16), Hull (April 19-23), Edinburgh (April 26-30), Inverness (May 4-7).

Theatre

RSC's Ghosts

Watching Jane Lapotaire these days is a very curious business. That we have few actresses with such intelligence, authority or accomplishment is beyond question. Yet it has been years since I could believe in one of her characters. Right now, London has the chance to see her in the great role of Mrs Alving in Ibsen's *Ghosts*, with the RSC in the Pit. Watching and listening to her, we cannot help but find new insights into the role and into the fabric of this marvellous play; but you also see a portrayal calculated in moment-by-moment delivery, so full of comic motifs, and so carefully arranged in its final expression of dismay, that it is a little too perfect.

This is not just a testament to the genius of Lapotaire's talent, but also because she dominates the production. The play, excellent in its own right, is reviewed at its premiere at the RSC's Theatres Royal, and now launches the RSC's new London season. It is a production of the RSC's, and indeed of Lapotaire. For a close scrutiny of *Ghosts*, it is unlikely to be surpassed for years to come.

Mitchell fastidiously observes the detailed realism of Ibsen's play. The play is - among other things - about syphilis, and repression, and hypocrisy, and women's struggle for social freedom; but, in Mitchell's hands, these things are the more powerful because the more subtle. The "ghosts" become more haunting, perfectly creating the spartan elegance of a Norwegian interior. And Mrs Macpherson's lighting conveys the darkness of this room, and the distant pallor of the daylight outside (though the final dawn is none too persuasive). Details of offstage sound, or the maid's duster, or Pastor Manders's hat, all contribute beautifully to the eloquent whole.

Simon Russell Beale is a strongy Oswald. If one does not quite believe that his last words would really be "the sun, the sun", then one certainly attends to his protest that sunshine and the joy of life have never been part of his life at home. John Carlyle's Pastor Manders is a superb performance, bringing a wealth of life to this stiff character. Alexandra Galbraith and John Northington, however, have slightly coarsened their detailed interpretations of Regina and Engstrand. Should their self-servings be quite so obvious?

The "ghosts" become more fascinating the closer you attend. Lapotaire lives in the first two acts like a slave - towards the memory of her husband, or the Pastor, or her son. Then she lets the arm fall, slowly, slowly. But the gesture is not the gesture of Lapotaire's performance. Trying to see Mrs Alving's performance (normally very contained in her body language), this gesture actually turns out to be the most spontaneous thing Lapotaire does.

Alastair Macaulay

In RSC repertory at the Pit, Birmingham.

Market forces put sponsor rivals on clearer footing

The difference in approach to arts funding by BT and Lloyds is fundamental, says Antony Thorncroft

There is rivalry between BT and Lloyds Bank for the title of the UK's biggest sponsor of the arts. BT, despite freezing its budget for 1994-95 at £1.8m, wins so far.

The rivalry reflects a fundamental difference in approach to sponsorship. BT concentrates money on the classic arts and does not include its modest hospitality and marketing expenditure (probably about £200,000) in its figures. Nor does it advertise its sponsorship.

Lloyds, with two sponsorship initiatives each in fashion and film, plus the Young Musicians of the Year competition which reaches its climax on BBC2 tomorrow, spends £2.4m, but this includes a substantial tranche of advertising expenditure. Around £1.5m goes to the arts.

Lloyds wants public recognition and goes for events with certain, or likely, television coverage. BT is more philanthropic, but market pressure is forcing it to promote awareness of its generosity.

Lloyds Bank, which has heavily promoted the Young Musicians this year, will this weekend run a campaign on Classic FM offering free CDs of the final to the first thousand of its customers who phone in with the name of the winner. This should boost viewing figures and



The woodwind finalists in the Young Musicians competition

reward the loyalty of customers. Lloyds will soon begin negotiations with the BBC to renew its contract for the biennial event, which remains the Corporation's biggest lapse into commercial sponsorship. Lloyds is inclined to sign up again, as long as the BBC does not in future refuse to

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Scheme. Leading playwrights will be commissioned to create new works, or undertake translations, for performance by young people.

Around 200 groups are expected to participate. Some will then go on to work with 10 local theatres, such as the Traverse in Edinburgh and the Sherman in Cardiff, and a few will progress in July 1995 to a celebration of youth theatre on the RMT stage.

The arrival of the Lottery next year is likely to have profound ramifications on every aspect of the arts world, including corporate sponsorship.

This week the Arts Council chose Jeremy Newton, chief executive of the Arts, to be Lottery Director. He will take charge of the money raised by the Lottery to be devoted to arts ventures.

Newton will have at least £70m a year to hand out for capital projects for new arts buildings and improvements to existing structures.

This will be challenge money: arts organisations will be expected to contribute some of the cash towards their planned developments. The obvious source for such additional funds will be corporate backers, who have been notoriously slow to back capital projects

(with the exception of Glyndebourne, which raised more than £1m from business for its new theatre). They prefer to support new creative work which they can use for hospitality or other spin-offs.

If companies are persuaded that they can help arts organisations by providing venues and new building projects, there will be a sponsorship money available for new productions, exhibitions, competitions and festivals.

National Power wants to make the piano competition it backs in London every three years comparable to the one in Moscow and Leeds. Trevor Holdsworth, chairman of National Power, a first-class pianist with performances at the Festival Hall under his belt, is enjoying the preliminary rounds for the follow-up event, scheduled for London this September.

While it is likely to pay that a company's sponsorship follows the inclination of the chairman, or his wife, is often true. But Sir Trevor has a wonderful sense of humour. Power backed the first World Piano Competition in 1911, and has had any links with the company.

which matches the pianists to top international performances throughout the country, which are used for corporate and staff entertainment.

National Power seeks no marketing payoff from its expenditure. It comes from its "good money" as opposed to its "charity budget". The £400,000 plus National Power spends on the competition is the largest slice of this budget, with scholarships on top of the prize money, which is shared between the four finalists.

The National Gallery of Scotland has pulled off the most remarkable deal to date - £100m from the Foundation of the National Gallery, which is to be used to fund the gallery's collection in France 1874-1914, which opens in Edinburgh on August 11.

The French company's total support for the exhibition, including a gala dinner, will be much higher. The deal was signed just in time. The leading French oil company, is being privatised and seems certain to reduce its contribution to culture.

Another important show, from the NG, *The Romantic Spirit* in German Art 1790-1890, at the Royal Scottish Academy and the Fruitmarket, is supported by Beck's.

INTERNATIONAL ARTS GUIDE

Munich Biennale

Six new operas will be presented at the 1994 Munich Biennale (April 29-May 22), the international festival for new music-theatre founded in 1968 by Hans Werner Henze. For Anglophone visitors, the main interest lies in the world premiere of Benjamin Britten's *Playing Away*, a "football opera" with a libretto by Howard Brenton.

In his concert works, Britten (1916-1974) has already shown a quirky sense of humour that augurs well for his first venture into the opera house. Set during the European Cup final between an English and a German team, *Playing Away* parodies the British tabloid view of football and Germany. Even for those with no interest in football, the hints of Faustian bargains-with-the-devil will surely add to the fascination. Opera North's production, staged by David Pountney and conducted by Paul Daniel, will be shown at Munich's Deutsches Theater on May 19,

20 and 21, before transferring to Leeds.

Another new work at the Biennale is *Freeze* by Dutch composer Robert Zuidam (b1964), based on the tale of Petty Hearst, the American media-magnate's daughter who was kidnapped by terrorists. Italian composer Ada Gentile (b1947) brings a modern reconstruction of an Alcina opera written by early 17th century Florentine court singer Francesca Caccini (1591-1641).

An operatic world premiere also opens this year's Schwetzingen Festival, based at the rococo court theatre near Mannheim (April 13-May 29). Sensibar, by Dresden composer Eckehard Mayer, is a co-production with the Bavarian State Opera in Munich, where it will be shown during the July opera festival. Schwetzingen will also stage *L'Opera Seria*, a three-act commedia per musica by 18th century Bohemian composer Florian Leopold Gassmann. Other highlights include recitals by Sviatoslav Richter and Barbara Bonney (16202-4939).

EXHIBITIONS GUIDE

AMSTERDAM Rijksmuseum Dutch Figure Drawings 1700-1850. Ends May 1. Closed Mon. Van Gogh Museum Pierre Puvis de Chavannes: 150 portraits, still lifes, genre pieces and sketches by the 19th century artist whose murals grace many public buildings in France. Ends May 28. Daily

BERLIN Spandauer Zitadelle Dali as Sculptor and Illustrator: 38 sculptures from the years 1936-88 and 300 illustrations on themes from world literature. Ends May 25. Daily

BONN Kunst- und Ausstellungshalle Bunnell, Eye of the Century: comprehensive retrospective of the Spanish film director (1900-83), showing the common ground between his films and Surrealist art. Ends April 24. Closed Mon

FRANKFURT Schirn Kunsthalle Archæological Treasures from Romania. Ends April 17. Daily

STÄDEL ERST WILHELM NAY 70 paintings from the early postwar years. Ends May 23. Closed Mon

MUSEE RATH HENRI MICHAUX (1899-1984): more than 200 works by the French artist-poet. Ends May 22. Closed Mon

TATE GALLERY PIASSO: 200 works focusing on the relationship between sculpture and painting. Ends May 8. Daily

SERPENTINE GALLERY MARKUS RAETZ: a selection of refreshingly undidactic paintings by the Swiss artist, highlighting his lightness and delicacy of his conceptual wit. Ends April 24. Daily

BRITISH MUSEUM THE STUDY OF ITALIAN DRAWINGS: a tribute to the late Philip Pouncey. Ends April 24. Daily

NATIONAL PORTRAIT GALLERY HOLBEIN AND THE COURT OF HENRY VIII. Ends April 17. Daily

WHITECHAPEL ART GALLERY MEDARDO ROSSO (1858-1928): retrospective of the Italian Impressionist sculptor. Ends April 24. Closed Mon

MUSEUM OF MODERN ART FRANK LLOYD WRIGHT: architectural fragments, full-scale constructions, scale models and 350 original drawings. Ends May 10. Feininger, Kandinsky and Klee: 75 prints and illustrated books produced by three Bauhaus artists. Ends May 17. Closed Wed

METROPOLITAN MUSEUM OF ART THE DECORATIVE ARTS OF FRANK LLOYD WRIGHT. Ends Sep 4. 18th century paintings and drawings from Germany and Switzerland. Ends April 24. Closed Mon

GUGGENHEIM MUSEUM FRANK LLOYD WRIGHT'S DESIGN for the Guggenheim Museum. Ends May 20. The main museum is closed on Thurs, the SoHo site on Tues

PARIS Grand Palais The Sun and the Northern Star: the fascination which Louis XIV (the Sun King) exercised in 18th century Europe is reflected in the collections of paintings, porcelain, furniture and massive silver pieces imported by Gustav III of Sweden from France in an attempt to emulate the splendour of Versailles. Ends June 13. Closed Tues

HOTEL DE VILLE NICOLAS DE STAEL: 70 paintings and 40 drawings from private collections, whose smaller scale - compared with the large canvases in museums - reveals a gentler aspect of the painter driven to despair by his quest for perfection. Ends June 19. Closed Mon (Salle Saint-Jean, 3 rue de Lobau)

bronze statuettes and arms, showing the diversified artistic expression of the inhabitants of central and southern Italy 3000-300 BC. Ends May 17. Closed Sun and Mon (34 quai de New York)

LOUVRE EGYPT'S ROLE IN WESTERN ART 1730-1930. Ends April 18. Closed Tues

PETIT PALAIS ART OF THE TAINOS Sculptors: 85 pre-Columbian masterworks in stone or wood. Ends May 28. Closed Mon

CENTRE GEORGES POMPIDOU THE CITY, ART AND ARCHITECTURE IN EUROPE 1870-1993. Ends May 1. Closed Tues

ROTTERDAM Museum Boymans-van Beuningen Cornelis Cort: engravings by the 16th century Dutch printmaker, notable for their technical virtuosity and wealth of subject-matter. Ends May 1. Closed Mon

SAINT-ETIENNE Musée d'art moderne Ben Nicholson: retrospective of the British abstract artist. Ends April 15. Daily

VENICE Palazzo Grassi Renaissance Architecture from Brunelleschi to Michelangelo: the show is built around the 15th and 16th century architectural scale-models still surviving. These served to give clients some idea of what they had commissioned and as a practical working guide for builders and craftsmen. Price of place goes to Antonio da Sangallo the Younger's magnificent, newly-restored model of St Peter's Rome - a project much criticised by Michelangelo as straying too far from Bramante's plan and incorporating too many dark corners where undesirable

could lurk. Ends Nov 6. Daily

VIENNA Kunsthofen From Chagall to Picasso, Masterworks from the Guggenheim Museum. Ends June 5. Daily

WASHINGTON National Gallery of Art Egon Schiele: 70 works by the leading figure of Austrian Expressionism. Ends April 24. Ruth Benedict Collection: 78 prints and drawings from the 16th to 20th centuries, including works by Rembrandt, Canaletto, Tiepolo, Daumier and Moore. Ends June 12. Ornament in European Graphic Art 1300-1800: more than 90 prints, drawings, illustrated books and decorative objects, including works by Watteau, Dürer and Piranesi. Ends May 21. Daily

ZURICH Kunsthhaus Richard Gerstl (1883-1908): 70 portraits and landscapes by the least known of the great Viennese Expressionists. Ends May 8. Friedrich Dürrenmatt: paintings and drawings by the Swiss author who died in 1990. Ends May 18. Closed

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FINANCIAL TIMES

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Friday April 8 1994

Europe and the Maghreb

Europe's leaders need urgently to cast their eyes southward. The virtual civil war in Algeria and the threat that similar struggles could take place in neighbouring north African countries are matters of concern not just for Europe's Mediterranean states, but for the whole continent.

The European Union has a strong interest in ensuring that the Maghreb region retains a pro-western orientation, reinforced by commitment to democracy and open economies. All three principles are put at risk by the increasingly brutal confrontation between Islamic extremists and secular forces in Algeria. Close to 4,000 lives have been lost in the past two years. France recently advised its remaining 2,000 citizens in Algeria to leave.

In January 1993, the Algerian army denied power to the Islamic Salvation Front (FIS) by suspending elections. It was expected to win. There is a pressing requirement for a solution under which the FIS is to participate in the democratic process in exchange for a renunciation of terrorism. Otherwise, the danger will grow of instability spreading over into Morocco and Tunisia - and possibly beyond.

The disorder in Algeria, a particular anxiety for France, the former colonial power, could have repercussions on Italy, Spain and Portugal, which rely on Algeria for natural gas. On a wider scale, the twin dangers of large-scale immigration from north Africa and the spread of regional disturbances throughout the Union.

This turbulence brings another trial for the EU's nascent common foreign and security policy, already found wanting in the first

Chinese order

President Clinton must view recent events in China with apprehension. They could place him in an appalling dilemma - partly of his own making - when he comes in early June, around the fifth anniversary of the Tiananmen Square massacre, to decide whether to renew China's most-favoured nation trading status.

He said last year that he would do so only if there was a significant improvement in human rights in China. The latest detentions of dissidents make it so easier for him to assert to the US Congress that there has been such an improvement. He could find himself obliged - by the timetable and conditions which he himself set - to revoke MFN, a step which would have serious consequences for American business, for the Chinese economy and its reform programme, for world trade, and for multilateral co-operation on issues such as nuclear arms.

A great deal can happen in two months, so it is as well to tread cautiously. China may take steps which would make MFN renewal more palatable to the US human rights lobby. Efforts to interpret the latest investigations of Mr Wei Jingsheng, China's most prominent dissident, are made without knowledge of their motivations. But those behind the detentions of Mr Wei and others are clearly unconcerned about reprisals. They may have been persuaded by US businessmen that Mr Clinton would not revoke MFN. Or they may feel that Beijing must not, whatever the consequences, be seen to accede to foreign meddling in its affairs.

Internal stability is of overriding importance to China's Communist leaders, as the events of 1989 showed. To them, continued

The last board

Abolishing Britain's Agricultural Wages Board is, on the face of it, hard to justify on either political or economic grounds. A government which has committed itself to an open-minded consultative process will now find it hard to argue that 10 supporters of abolition out of 4,000 responses represents a groundswell of hostility.

Opponents of abolition - which include both sides of the agriculture industry - say that farming is different. They argue that introducing annual pay negotiations into farms where employer and a few employees live and work side by side would mean an increase in avoidable friction. And given the trend towards an ever shrinking number of higher-paid, multi-skilled workers, abolition will not create many new jobs in the country even if it does make those farm workers with little clout marginally cheaper.

But, as with many such united fronts, outsiders have grounds for suspicion. Agriculture remains rigid with subsidies and cartels, handing the authority over wage rises to a statutory body is part of a broader pattern which pattern is

When ministers from 115 countries gather in Marrakesh, Morocco, for a four-day conference of the General Agreement on Tariffs and Trade, they will be striving for a sense of harmony. But behind the scenes, many delegations are likely to be scowling at each other.

The uncertain trade system strains in a world trade system between conflicting impulses. One set is propelling nations towards steadily greater interdependence; but another threatens to drive them further apart.

The closer integration has been powerfully advanced by December's Uruguay Round agreement, which ministers will sign next Friday. The negotiations trade liberalisation deal in history, it is expected by some forecasters to enrich the world by about \$100 billion annually.

It is to take effect next year, the round promises to sleep on the onslaught on national frontiers which has already crumbled under the impact of technological innovation, freer capital mobility and instantaneous information flows.

However, achieving these gains is likely to prove far from painless. The fiercer global competition will be a broader impact, the tougher the industrial adjustment it requires. As a consequence, governments are mounting domestic protests against the round in India.

Still more serious is the threat of a lurch towards more aggressive unilateral policies and managed trade, which would strike at the basic principles of the Gatt system. Its persistence has been underlined by Clinton administration's recently announced plans to Japan to open its market further or possible US trade sanctions.

Mr Sutherland, director-general of the Gatt, condemned the trend as misguided and dangerous. "A new outbreak of bilateral trade tensions is putting the achievements of the Uruguay Round to the test even before they are fully operational," he said last month.

Against this background, it is remarkable that a deal has been concluded at all. The more so since recession and stubbornly high unemployment in many industrialised countries make trade concessions harder to sell at home.

As well as cutting tariffs, the round aims progressively to free trade in services - a fifth of total world trade - agriculture, textiles and government procurement. Though concrete liberalisation in some of these sectors has yet to be agreed, all have for the first time been brought firmly within the framework of Gatt rules and disciplines.

The round has also given birth to a new institution, the World Trade Organisation. Due to take over from the Gatt next year, the WTO will have greater authority to adjudicate international disputes and is intended as a permanent forum for trade negotiations.

However, the power of any club to enforce rules is no stronger than its members' willingness to respect them. In future, attitudes seem likely to be influenced not only by

swings in the economic cycle, but by a steadily accelerating shift in the world's economic centre of gravity to the south and east.

Since the Uruguay Round was launched in 1986, a wave of liberalisation has swept across much of the developing world. It has paid off in faster growth and soaring exports, particularly of manufactured goods. As the table shows, gains in Asia have been particularly striking.

The most potent element in the ascendancy of the emerging nations is the explosive growth of China which, on recent trends, could become the world's largest economy early next century. China's weight in international policy will be felt well before then if it succeeds in its plans to join the WTO this year.

It is far from clear that the older industrialised powers which have

dominated world trade policy have yet come to terms with the implications of these developments. As they confront them, international frictions could intensify. One risk is of a retreat into protectionism. In several richer countries, job losses and declining industrial performance are already blamed on "unfair" competition from emerging economies with lower costs.

Social and political issues may prove another source of divisions, to judge by the recent row over US attempts to place labour conditions on the WTO agenda. The move has been attacked as a protectionist ploy by developing countries, some of which openly scorn western notions of democratic values and human rights.

However, the fault lines do not only run from north to south. Relations between the world's biggest

trading powers are also strained - not obviously by continuing bilateral tensions between Washington and Tokyo.

Dealings between the US and the European Union are marked by bickering over specific issues and by a general air of mutual suspicion. This has so far prevented a common interest in working together to try to reduce Japan's trade surplus.

Underlying this mistrust are growing uncertainties about the direction of future policy. The biggest centre on the US, where the Clinton administration has embraced a neo-mercantilist approach giving priority to export promotion and industrial

sovereignty. Sorting out clear dividing lines may not be easy. It is too early to judge how effectively the WTO will resolve such questions. Its first task is to show it can reach the kind of decisions and breakthroughs which, until now, have required the political dynamics and muscle for complex trade-offs generated by a full-blown round of world trade negotiations.

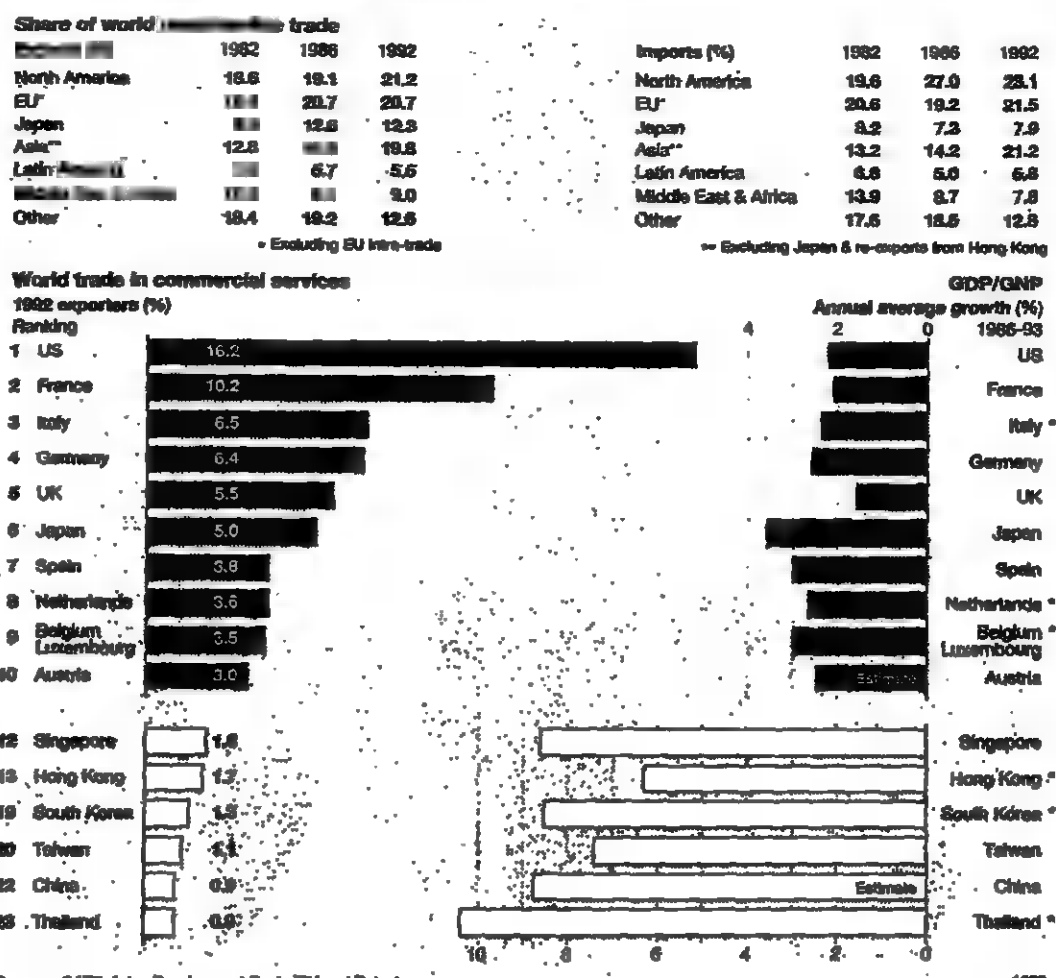
The organisation's success on these issues will determine whether it develops powerful international policymaking or risks becoming - in the words of the old joke about the Gatt - little more than a general talk shop.

Guy de Jonquieres

Mood swings and trade winds

Serious tensions in world trade threaten progress achieved in the Uruguay Round agreement, says Guy de Jonquieres

The changing balance within the Gatt



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Permanent chat shop

One is trade and environment policy, on which the Marrakesh conference is expected to set up a working group. The US wants to add to the list workers' rights and competition policy, while India wants a debate on the free movement of people.

These issues are doubly controversial. Not only do they threaten to divide Gatt's ranks, as the rumour of making up workers' rights has showed. Some policymakers fear they could further politicise the organisation and lead to conditions being placed on free trade - a development contrary to Gatt's central

aspect of international trade. However, its ambitious scope has also left much unfinished business to be done out.

Gatt members have yet to strike the hard deals needed to flesh out their commitment to free trade in financial services, telecommunications and maritime transport. In sectors such as agriculture and textiles, where liberalisation has been agreed, reviews are planned to assess progress or to start the final phase of market opening.

In addition, fresh items are jostling for a place on the WTO

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OBSERVER



point shop office, and so on. The Speke receptionists did the same when he was at Ellesmere Port. Former colleagues, who tried in vain to find O'Malley in factories where his name was being broadcast, swear the technique made him a household name and helped advance his career up the European paints ladder.

Repeat after me

Thank goodness for that. Someone has owned up at last to misspelling the name on Dulwich College's new minibus, referred to in Wednesday's column - and

it was not a pupil. Parents, who have to pay up to £11,670 a year for the privilege of sending their kids to the exclusive London school, will be relieved to learn that the culprit did not have the benefit of a Dulwich education. It was the fault of Kirkham minibuses, which supplied the vehicle, and the bursar stresses that he had already spotted the mistake.

The Lancashire firm, known for its craftsmanship than its spelling, is correcting the error and writes to say that it has apologised to the headmaster for "any embarrassment".

Oh dear, Kirkham. Surely you know that there are two s's in...

Striking out

Life begins at 60 - and for no one more so than George Mitchell. Consider the cornucopia of job opportunities now on offer to the 60-year-old Democrat from Maine, the Senate majority leader who has not to vote in the re-election this year. Many in Washington believe he had gone mad.

Bill Clinton clearly wants him to serve on the Supreme Court. When he is an immediate possibility for which, as a politician and former federal judge, he is eminently qualified. Whether or not he passes up the opportunity this time round, he could still be the next chief justice,

attitudes are undergoing a sea-change," says an international trade policy expert. The manifestation of the administration's role in the \$8bn sale of Airbusliners to Saudi Arabia. Another was its move from earlier demands that Uruguay restrict government subsidies. It wanted the freedom to support US high-tech industries.

The export drive has added impetus to attempts to prise open foreign markets. As impatience for quick results grows, officials are increasingly disposed to use unilateral measures - preferable in the often messy and unwieldy mechanism of the Gatt.

To supporters, the approach is a robustly practical defence of national interest. To its critics, who include many other Gatt members, it amounts to bully-boy tactics which threaten to replace multilateral trade rules with the law of the jungle.

Across the Atlantic, the balance is more delicately poised. A "Fortress Europe" has proved overdone. Yet France's resistance will give it the Uruguay Round to the brink of farm trade, and the fragility of the EU economy.

That it has remained liberal and broadly liberal is due partly to the influence of Sir Leon Brittan, the trade commissioner. But his actions may not be as committed to upholding free trade. If the US did further unilateralism, the task might prove impossible.

It is, however, by no means clear that will happen. Optimists point out that the Clinton administration, while talking tough, has shrunk from pushing unilateral disagreements to the point of crisis.

Furthermore, the Uruguay Round will need US approval of fast dispute procedures by speeding them up. It will also curb use of unilateral trade sanctions, though Washington insists it will have the right to invoke Super-301 in certain conditions.

But probably the strongest safeguard of the integrity of the multilateral trade system lies in the changed attitudes of emerging economies. These suspicious of Gatt as a tool of western capitalist exploitation, many now see it as a guarantor of their national interests.

At the start of the Uruguay Round, countries such as Mexico were still focusing heavily on a defensive third world agenda. By the end, they were much more eager to press ahead with liberalisation of trade.

As well as keeping their own house in order, these disciplines provide their governments with useful leverage to push through politically controversial reforms at home.

The fact that these countries are also among the world's fastest-growing markets should, at least, give pause for thought to industrialised powers wavering in their commitment to multilateral trade policy. That, however, seems unlikely to prevent further strains and strains between Gatt's members. On recent evidence, the road from Marrakesh will prove no less tortuous than the one leading up to it.

Guy de Jonquieres

Crumbs

Whoops. No, Belgian manufacturer Corona Lotus had not the licence for making fast cars with a typewriter keyboard. This would make square a circle, since in 1980 Mitchell took over the Senate seat of his mentor, Ed Muskie, who replaced Cy Vance at Foggy Bottom.

Baseball wants him to be its commissioner, another high-profile job. An American League executive, but points out that managing 30 megalomaniac team-owners might be harder work than managing 90 megalomaniac senators.

With these prospects, it must come as a relief to Messrs Lubbers, Brittan et al that Mitchell has not yet expressed an interest in a certain position in Brussels.

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FINANCIAL TIMES COMPANIES & MARKETS

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Friday April 8 1994

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IN BRIEF Laidlaw laid low by LA earthquake

Laidlaw, the Ontario-based waste and passenger services group, blamed the Los Angeles earthquake, harsh winter weather and regulatory problems at its flagship hazardous waste dump for a 40 per cent drop in earnings in its second quarter.

Pacific Telesis spins off wireless unit
US telecom operators are hastily reassessing their prospects amid regulatory and technological upheaval. This week sees the spin-off from Pacific Telesis, the San Francisco-based Bell company, of its wireless business into a separate company - AirTouch Communications. Page 18

Citibank takes hold in Japan
Japan has only 60 "hole-in-the-wall" cash machines available 24 hours a day. All 60 belong to Citibank, the US bank. It has been the only foreign group to set up a branch network in Japan and its retail operations there should move into profit next year. Page 19

Prague bonds to go underground
The City of Prague is preparing to launch its first bond offering since the 1920s to help finance the modernisation of its underground transport system, which was built during Communist rule. Page 20

Newden-Stuart forecasts upturn
Newden-Stuart, the UK's biggest independent plant hire company, is still confident that 1994 will see the start of a national recovery in the building and construction industry. The Glasgow-based group reported a 60 per cent rise in pre-tax profits to £18.1m for the year, on sales up 21 per cent to £290m (£282m). Page 21

Wolseley pipes into Austria
Wolseley, the expanding UK heating and plumbing distributor, has announced the acquisition for £26.9m of the OAG Group, the biggest distributor of plumbing supplies in Austria. Page 21

Publisher to come to market
Cassell, the publisher which recently bought the Victor Gollancz fiction imprint, will come to the market next month through a placing which will give the group a market capitalisation of about £15m (£22m). Page 22

US division boosts income
Invesco, the international fund management group, reported sharply improved profits after a year of worldwide restructuring and negative publicity in the UK. Pre-tax profits for the year were \$33.4m (\$43.8m), against \$12.8m last time with profitability concentrated in the US. Page 23

Swampy muds ahead
Brammer, the UK industrial services group, reported a marginal increase in pre-tax profits from £5.2m to £5.3m (£4.2m) in the year to end-December. Page 23

Coffee reaches new high
Coffee prices reached a new high yesterday as July futures on the London Commodity Exchange soared 83 pence to close at \$1,440 a tonne. Page 24

Zurich rides a wave
The Zurich house was higher for the third day in a row, as financial stocks continued to enjoy their new-found favour. The rally in Milan also continued. Back Page

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Chief share price changes

FRANKFURT (DM)		LONDON (pence)	
180	+ 12	BP	+ 12
450	+ 12	BP	+ 12
551	+ 11	Daimler	+ 11
285.5	- 5.5	Comcast	- 5.5
138.5	- 5.5	Unicredit	- 5.5
225	- 12	Unicredit	- 12

Share prices (pence)

Unicredit	354	+ 14	Unicredit	354	+ 14
Unicredit	354	+ 14	Unicredit	354	+ 14
Unicredit	354	+ 14	Unicredit	354	+ 14

Daimler slashes its dividend by 38%

By Christopher Parkes in Frankfurt

Stark contrasts in the state of health of Germany's financial and industrial sectors were highlighted yesterday by the announcement of a 38 per cent cut in Daimler-Benz's dividend and a 10 per cent increase at Dresdner Bank.

Daimler, the country's largest industrial concern, and Mercedes-Benz, AEG and Deutsche Aerospace, blamed difficult business conditions and heavy restructuring costs for a decision to slash its payout from DM13 to DM8.

The first reduction since the world war was approved at a meeting of management and supervisory boards yesterday, which also agreed to go ahead with a rights issue. Details of 1993 earnings will be presented at a conference next Tuesday.

Dresdner Bank, second only to Deutsche Bank, will give details today on profits and its decision to raise its dividend from DM12 to DM13.50.

Markets had been primed for Daimler's reduced payment since last autumn, when executives, hitherto optimistic about dividend prospects, had a change of heart. This followed employee unrest at warnings of further job cuts and the closure, by AeroSpace, of at least six plants.

Mr Edzard Reuter, group chairman, said then the company would try to avoid "bitter disappointments" to shareholders, but added that employees could not be expected to be the only ones to make sacrifices. Many analysts suggested a payment of DM10 would have been appropriate.

Olivetti bonds to fund mobile telephone deal

By Andrew Hill in Milan

Olivetti, the Italian information technology group, could win more than £500m (£302m) in a convertible bond issue.

The group will use the new mobile telephone network, at the time of the Omnitel-Pronto Italia merger, to provide a service to its network of 1.5 million mobile phones.

Olivetti also revealed that it had cut net losses to £450m in 1993, compared with £550m the previous year, and increased sales for the first time since 1990.

Net debt was cut to £795m from £850m.

The group will ask shareholders at a special meeting on May 12 and 13 to approve the issue of up to 250m shares as part of a convertible bond issue to institutional investors.

The price of the issue has yet to be fixed, but at current market values should raise more than £450m.

Last year the company, headed by Mr Carlo De Benedetti, pushed through a £500m rights issue to fund expansion into the information technology and telecommunications sectors, provoking a sharp drop in its share price.

The computer group is still celebrating its success in winning the Italian GSM mobile telecommunications network, at the time of the Omnitel-Pronto Italia merger.

Omnitel will have to invest some £3,000m to build its network, of which Olivetti will provide 35 per cent, in line with its share in the consortium.

Analysts believe the group may have to raise further loans to cover the investment.

In 1993 Olivetti failed to break even at the operating level as it had hoped to do. It was hit by the devaluation of the Italian Lira, which increased the cost of components. The company hoped to break even in 1994.

Olivetti reduced its operating losses slightly last year to £229m from £260m, on sales of £8,613m compared with £8,032m. The group also sales had increased to £1.1bn in the first quarter of 1994, raising hopes that the computer and information technology sectors may be starting to pull out of the international recession.

Olivetti also hopes to complete its restructuring programme in the first half of this year. Since 1989, the group's workforce has been cut from 57,000 to 35,000, and last year's redundancy package cost the company £355m in extraordinary charges.

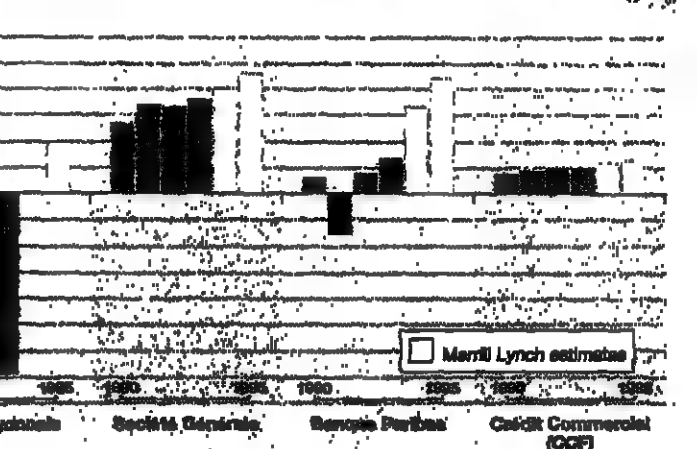
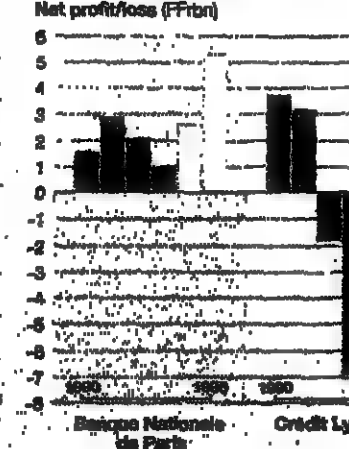
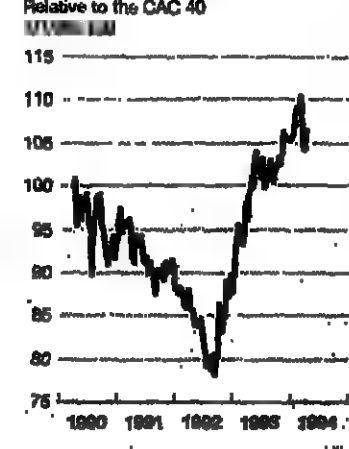
The computer group believes it is now emerging from the industry difficulties, which culminated in last year's admission by Mr De Benedetti that the group paid bribes to the Italian Post Ministry to avoid being cut out of lucrative contracts.

Mr De Benedetti was arrested in November but later released and no further action has been taken.

Cerus rights issue, Page 16

Alice Rawsthorn sees life in the banking sector after Crédit Lyonnais

French banks: 1994 should see the start of recovery



Invalid on road to renewed health

For the past few weeks, the French banking industry has been dominated by the political rows over the government's FF44.5bn (£7.7bn) rescue deal for Crédit Lyonnais.

Behind the scenes, France's other big banks have quietly been healing their wounds after two bruising years of recession.

Since the holding company with extensive banking interests, earlier this week confirmed that it came back into the black last year, Paribas, Société Générale and Crédit Commercial de France recently announced increased profits for 1993.

Banque Nationale de Paris (BNP) was the only one of the large banking groups to suffer a fall in profits last year.

French banking is still in a fragile state as illustrated by the government's intervention to postpone the privatisation of Banque Paribas, a small commercial bank, until it had completed a FF750m recapitalisation. But the economy is now creeping out of recession and, judging by the cautiously confident tone of recent announcements,

the banking industry is on course for recovery.

"France has just had its worst recession since the war and all the banks have suffered," said Mr Sasha Serafimovich, banking analyst at Merrill Lynch. "But 1994 will be a much easier year for the industry and we should see the start of a recovery."

One of the main problems for France's banks during the early 1990s has been the decline in demand for credit - the first since the second world war - reflecting the impact of high real interest rates and the low level of confidence among companies and consumers.

The credit squeeze, which followed a buoyant era of double-digit growth in credit during the 1980s, has imposed intense pressure on margins by forcing the banks to fight for share in a shrinking market. Their only consolation last year was a windfall profit from their trading activities during the currency crisis.

In theory the level of credit demand should increase when the economy picks up. But in practice there is usually a time-lag until confidence returns.

The French banks also face the problem of a highly liquid corporate sector, which means that companies will wait until they have exhausted their cash resources before borrowing again.

There is, however, some hope of an improvement in demand this year. Meanwhile the banks hope to improve productivity. French banks have high overheads by international standards.

Ms Sheila Garrard, banking analyst at Lehman Brothers, estimates operating costs account for 67-68 per cent of the net income of both BNP and Société Générale, against 65 per cent for comparable banks in the UK and Switzerland, or 60 per cent in Spain.

So far the banks have been hampered in their cost-cutting by strict French labour laws and tough trade unions. However Crédit Lyonnais last month unveiled a plan to reduce its 38,449-strong French workforce by 10 per cent over three years.

Mr Jean Peyrelevade, chairman of Crédit Lyonnais, claims that the group is in such a precarious state that staff have no choice but to accept his proposals, otherwise French banks will be in a stronger position to weather heavier cuts from their employees.

Meanwhile the banks are hopeful that 1994 will herald the end of their difficulties in the property market. Commercial property has been one of the chief casualties of the French recession. A number of banks, such as Crédit Lyonnais, Hervey and some Suez subsidiaries, have been forced to make heavy write-downs on property-related loans and investments.

However the banks will almost certainly have to make further write-downs on non-performing corporate loans as the rate of business failures tends to remain high beyond the end of recession as small companies hit cashflow crises in the struggle to meet increased demand.

"We're certain to see better results for the French banks in 1994, but that's only the start," said Merrill Lynch's Mr Serafimovich. "The real recovery will come in 1995 and 1996. The question is how big it will be."

Banesto bidders angered by 'inadequate information'

By David White in Madrid

The battle to control Banco Español de Crédito (Banesto) following the Spanish banking group's financial restructuring is becoming increasingly acrimonious, with complaints from potential bidders that they have been given inadequate information about Banesto's business.

Up to five other leading Spanish banks are in a position to bid for the controlling stake in Banesto after buying documentation on the sale from the Deposit Guarantee Fund, the body which temporarily holds 73 per cent as a result of a capital market approved last month.

Three - Banco Bilbao Vizcaya, Banco Santander and the semi-state owned Argentaria - are considered firm candidates. Banco Central Hispano, created

by a merger three years ago, has indicated it is not contemplating taking a controlling stake but might be interested in parts of Banesto empire.

The fifth bank, Banco Popular, which is still undecided whether to bid, has stated publicly that it has "a long list of unanswered questions" to put to Salomon Brothers, the US bank which is advising the Bank of Spain and the Deposit Guarantee Fund on the sale.

Other banks have complained privately about the paucity of information in the documents, for which each bank has paid Pta100m (£75,000). Complaints refer to details of questionable loans, which are said to occupy only two pages in the eight-volume dossier, activities of subsidiary companies and foreign currency positions.

statement of the directors' criteria on which performance would be measured". He also argued that the directors on BP's compensation committee were not sufficiently independent. Other shareholders expressed concern at the total number of shares - more than 84m - on offer through the employee schemes.

Lord Ashburton said base salary accounted for only 50 per cent of the total remuneration of BP's top executives, with bonuses and share schemes accounting for the rest.

He said bonuses paid to executives last year were "materially higher than those paid the year before because the company's results were materially higher". The dividend would be raised when "trading conditions... and prudence" made it possible.

Weak crude oil prices are the usual cause of oil company directors squirming in their seats. Yesterday it was the turn of British Petroleum shareholders to provide the irritation when they challenged the BP board over executive remuneration.

The most contentious issue at yesterday's annual meeting, at the Barbican in London, centred on a resolution to extend a 10-year-old share option scheme for middle-ranking BP managers.

Many shareholders saw the issue as a rallying point for opposition to extensive executive incentive schemes at a time when BP's dividend is frozen.

There was never any doubt that Lord Ashburton, chairman, would overcome the sniping from the floor. He did, after all, have more than a billion proxy votes in favour of the resolution.

But the merits of the resolution were soon swamped by expressions of shareholder concern over other incentive schemes, including one covering BP's top 80 managers.

Questioning by a member of the UK Shareholders' Association took its toll. Lord Ashburton conceded that the draft share option scheme had "technical shortcomings". He also agreed that a review of the plan by the Association of British Insurers had criticised it for a lack of performance criteria.

The shareholders' association spokesman claimed the plan violated the Cadbury code on corporate governance, because it failed to provide "a full and clear

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INTERNATIONAL COMPANIES AND FINANCE

Cerus announces FF858m rights issue plan

By John Hidding
in Paris

Cerus, the French holding company controlled by Mr Carlo de Benedetti, the Italian industrialist, yesterday announced plans to raise FF858m (\$145m) through a rights issue aimed at reducing debts and reinforcing its financial structure.

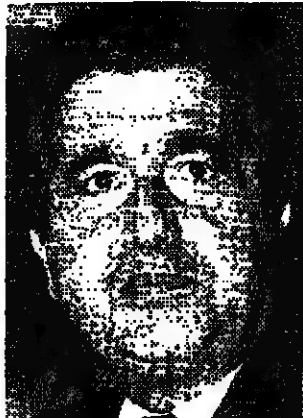
The company said that one new share would be offered for every three shares already held. Cerus shares fell sharply, losing 10.5% to close at FF129.

The announcement of the rights issue comes a day after the group revealed sharply reduced profits of FF251m for 1993 compared with FF156m the previous year. Mr

Michel Cicurel, deputy chairman, said yesterday that the results for the current year should be around break-even.

"The company also announced a reduction in net debts, from FF1.45bn at the end of 1993 to FF1.08bn at the end of 1994. "A holding company should not be indebted," Mr Cicurel said yesterday, adding that the proceeds of the rights issue would be used solely to strengthen the balance sheet.

Cerus, which is 50% controlled by Mr Benedetti's CIR, is now concentrating on its industrial participations, including its 29% stake in Valeo, the vehicle components group. Mr Cicurel



Carlo de Benedetti: his CIR controls 50% of Cerus

yesterday that the company planned to raise FF858m through a rights issue aimed at reducing debts and reinforcing its financial structure.

operation, by the end of the year.

According to Cerus, several companies have expressed interest in buying the private banking activities of Duménil. A spokesman for the company said, however, that these activities would probably be retained until a sale had been arranged. The bank's portfolio of property loans.

According to Cerus, CIR will subscribe to the rights issue in proportion to its current shareholding.

The company will be underwritten by Banque Nationale de Paris and Banque Indosuez. The issue of 100 million new shares should reduce assets per share from FF145.70 to FF134.30.

Pechiney International, the packaging arm of Pechiney, the French state-owned aluminium group, yesterday announced that it would take a 40% stake in Capol, the Italian packaging

Capol, which has annual sales of L270bn (\$183m), employs 800 people in seven factories in Italy and is one of the country's largest food packaging companies.

Pechiney declined to state the amount it was paying for the stake in Capol, which is currently owned 100% by Europe Capital Partners, an investment fund. The current management team will remain in place, the French group said.

Laidlaw earnings tumble to \$17m in second quarter

By Bernard Simon in Toronto

Laidlaw, the Ontario-based waste and passenger services group, blamed the Los Angeles earthquake, harsh winter weather and regulatory problems at its flagship hazardous waste dump for a 40% drop in earnings in its second quarter.

Net income fell to US\$17m, or 6 cents a share, in the three months to February from US\$28.1m, or 10 cents, a year earlier. Revenues climbed to US\$146m from US\$140m.

Laidlaw's waste no longer had any contribution from its 10% stake in ADT, the international security and vehicle auction group.

The Canadian company began distancing itself from ADT in January through an issue of debentures which it

can redeem with ADT shares.

Income from Attwoods, the UK-based waste management company in which Laidlaw has a 35% stake, fell to US\$1m from US\$1.5m, due to a previously-announced special charge.

Mr Jim Bullock, chief executive, expressed disappointment with the results, but predicted an improvement for the rest of the year, due to the strengthening US economy and a flurry of acquisitions of US ambulance operators. The move into ambulance services is expected to contribute US\$125m to 1994 revenues.

Disruptions to school-bus services caused by the California earthquake and the severe winter are estimated to have reduced Laidlaw's quarterly

service margins narrowed to 7.5% per cent from 13.2% per cent a year ago. But about half the operating income lost to bad weather and the earthquake is expected to be recovered later in the year.

Operating income from solid waste services grew to US\$17m from US\$13.4m, while margins improved to 10.1% per cent from 7.6% per cent. Hazardous waste earnings dipped, however, to US\$1m from US\$1.5m, with margins narrowing to 7% per cent from 11% per cent.

The fall was mainly due to the continuing absence of any contribution from the big hazardous waste landfill at Flinwood, South Carolina. Earnings for the first half were down from \$77m, or 28 cents, on sales of \$1.07bn, up from \$861.9m.

Finnish steel group to raise FM800m

By Christopher Brown-Humes in Helsinki

Rautaruukki, the Finnish steel group, yesterday announced plans to raise around FM800m (\$144m) through a global share offering which will strengthen the balance sheet and reduce state ownership.

The issue is one of the largest in Finland's post-war history, and will cut the state's stake in the group to 31% from 81% per cent. Proceeds will be used to reduce debt and will increase Rautaruukki's equity to about

22.8% per cent at the end of 1993.

The group is offering 18m shares in two tranches. Around 66% per cent of the issue will be allocated at Finnish and international institutions, and the remainder at the end of the year. Pricing will not be fixed until the end of this month, but will be based on market value of the shares, which was about 10% higher yesterday.

The new offer follows the group's success last year in raising FM320m through a share issue which cut state ownership to 87% per cent from 87% per cent. It has been timed

to take advantage of the company's improving financial performance and an upturn in the steel market.

Rautaruukki is one of Europe's few profitable steelmakers after returning to the black with a FM144m surplus after financial losses last year. It has benefited from the low value of the Finnish markka, increased efficiency and higher steel prices.

A further improvement in earnings has been forecast for this year, with turnover set to rise to FM7bn from FM7bn. The group, Scandinavia's second-biggest steel producer,

specialises on flat steel products. It is the market leader in Finland and is one of Europe's third-largest manufacturers of welded precision tubes and hollow sections.

Parliamentary action allows the state to reduce its stake in Rautaruukki to 50.1% per cent, suggesting further share issues will be made.

The first tranche of the global offering will be managed by the sole manager of the issue, Prospektus, Kansallis-Osake-Pankki and Merrill Lynch International are co-managers of the international tranche.

Corange decision delayed

By Roland Rudd in London

A decision over the future composition of the Corange board has been put off until May 20 after Mr Curt Engelhorn, the company's largest shareholder, was unable to attend a special general meeting in Hamburg.

Corange, the Bermuda-based pharmaceutical group, is the parent company of Boehringer Mannheim, one of Germany's largest healthcare companies.

The board is attempting to elect Mr Engelhorn, who owns 42% per cent of the shares, as chairman of the supervisory board in Mannheim. Corange's board yesterday elected Mr Engelhorn as its chief executive, Mr Link.

But Mr Engelhorn, who has called on Mr Link to resign, was blocked by Mr Franz Kuehner, head of the German Workers' Council and a member of Mannheim's supervisory board.

Mr Kuehner warned that employees could no longer work for the new chairman. He also turned down the opportunity of taking part in any mediation with Mr Link, although he said he was prepared to speak with Mr Karl Otto Pöhl, the temporary chairman of Corange.

Amec moves back to profit but warns of tough conditions ahead

By Andrew Taylor, Construction Correspondent

Amec, the UK construction, engineering and property group, returned to the black last week, making pre-tax profits of £1.1m (£1.1m). This compares with losses of £1.1m (£1.1m) and £13.1m (£13.1m) in 1991 and 1992 respectively.

The turnaround, however, was less than expected and the company's shares fell 5p to 135p.

The figures were accompanied by a warning from Alan Cockshaw, chairman, that UK construction conditions were likely to remain difficult with too many companies chasing the same business. "We cannot reasonably expect that the total volume of business available within the UK will increase significantly in the short to medium term."

Joined the ranks of other large UK construction companies in calling for much-needed rationalisation within the industry, Mr Alan added that he did not believe this would occur.

Mr Martin Laing, chairman of John Laing, last month said banks and institutional investors were propping up "enfeebled contractors", adding in damaging capacity to the industry.

"We cannot expect that UK business will increase significantly in the short to medium term"

Amec said yesterday it was placing greater emphasis on pursuing overseas orders and establishing long-term relationships with clients to reduce its dependence on conventional competitive bidding, where margins were expected to be "extremely competitive in some areas of UK markets".

It added that similar market conditions prevailed in many parts of continental Europe, apart from Germany where demand for construction remained strong. The company had not made any progress in

east Asia, particularly in Hong Kong.

Amec, as previously indicated, is increasing its final dividend to 1p 1.5p making an unchanged total of 3p 1.5p. Earnings per share of 3.6p compared with a 44.5p loss in 1992.

Group turnover rose by 1% to £2.12bn (£2.12bn) in 1993, mainly due to the pick-up in work on North Sea oil and gas rigs. This work was expected to decline in the current year, said Alan.

Mechanical and electrical engineering profits, which have held up better than building and civil engineering earnings, rose from £18m to £22.8m on a virtually unchanged turnover of £1.2bn. General contracting profits, by comparison, fell from £1.1m to £0.8m.

Housebuilding in line with the improved results moved back to a small profit last year. In the UK, profits had fallen from £27.2m to £25m. Losses in the US had increased from £2.8m to £3.1m, but the figures showed a strong overall improvement. Lex, Page 14

Highland Distilleries improves 10%

By Tony Jackson

Highland Distilleries, the Scotch whisky producer, has bucked the trend of falling profits in the whisky industry with a 10% per cent increase in pre-tax profits to £23.4m (£23.4m) in the six months to end-February and a 10% per cent rise in the dividend.

Mr Alan Goodwin, chairman, said the rise in operating profit - up 2% per cent to £11.5m - was attributable to the performance of the Famous Grouse brand, which now provides some 45% per cent of group profit before tax.

Exports of Famous Grouse, which accounted for 50% per cent of the brand, were up 10% per cent by volume and 30% per cent by value. Mr Goodwin said that whereas three years ago exports accounted for only 30% per cent of the total and made no contribution to profit, exports had moved steadily into profit since then.

The combination of falling sales at home and rising sales abroad meant that overall volume had held steady over the past two years.

Sales of whisky fillings were down 10% per cent. However, margins for calendar 1994 were up 9% per cent. Sales of mature whisky were up 9% per cent on the previous year, and volume sales at the Highland Park malt brand were up 23% per cent.

Capacity utilisation in the group's distilleries was just over 40% per cent, a slight improvement on the year before. Mr Goodwin said it was difficult to see any change in the overall market in the second half of 1994, though he expected a "fairly modest" turn-round in 1995.

Earnings per share were up 9% per cent to 12.3p. The interim dividend has been raised to 1.78p from 1.6p.

The Financial Times JAPAN 1994 Forward Survey Programme

Japan 18 July
Our annual country survey will once again cover a wide range of topics, from politics, foreign policy and trade issues to the impact of social change.

Kansai - regional survey 1 September
When the new Kansai Airport opens in September, it will be the first 24 hour airport in Asia. This regional survey on Osaka and surrounding Kansai will present a profile of an important industrial area.

Japanese Industry 1 December
This survey will analyse industrial developments, sector by sector and examines how Japanese companies hope to remain among the world leaders in the next century.

For further information of advertising, please contact:

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FT Surveys

KYMMENE CORPORATION
NOTICE OF ANNUAL GENERAL MEETING OF SHAREHOLDERS

The shareholders of Kymmene Corporation are invited to attend the Annual Meeting of shareholders to be held at the Malmi Congress Center, Kaivankatu 11, Helsinki, at 5 p.m. on Thursday, 21 April 1994. The Meeting will consider the matters specified in Article 13 of the Articles of Association.

In addition, the Meeting will consider the Board's proposal to grant the Board authority to increase share capital within one year from the date of the Annual General Meeting by a new subscription of shares not exceeding 300,000,000 in one or several allotments. The Board shall offer a maximum of 11,111,111 new shares (bearing a nominal value of FF 10 per share) at a price and on other terms and conditions designated by the Board. The amount of the subscription is 111,111,111 FF of the registered share capital.

The Board also proposes that the shareholders be given the right to disapprove the subscription of new shares by a vote of 2/3 of the shareholders. The Board's view is that the subscription of new shares is an adequate financial means for strengthening the international capital markets for the purpose of strengthening the company's financial position.

Copies of the Annual Accounts and other documents (related to the Board's proposal) will be available for inspection as of 11 April 1994 at the Corporation's Head Office, Malmi 13 A, Helsinki, Finland. Information concerning the Annual Accounts is available in the Corporation's Annual Report for 1993, which will be available at the Management Board of the United Bank of Finland at the same date.

Shareholders who plan to attend the Meeting must be registered in the Central Share Register of Finland Cooperative no later than Monday, 11 April 1994, and should give notice of their attendance at the Head Office, Malmi 13 A, no later than 12 noon on Monday, 11 April 1994. Notice of attendance may also be given by mail to the Corporation's Head Office, P.O. Box 1079, 00101 Helsinki, Finland, or by telephone: (09) 131 41283 by the time mentioned above. Any proxies should accompany the notice of attendance.

DIVIDEND
The Board proposes for the period ending 31 December 1993 a dividend of FF 1.00 per share.

Payment of dividends is restricted to those persons whose names are entered in the Central Share Register of Finland as of 11 April 1994. The dividend will be paid on 2 May 1994.

Helsinki, 10 March 1994
BOARD OF DIRECTORS

Citicorp Banking Corporation
U.S. \$250,000,000
Guaranteed Floating Rate Subordinated Capital Notes Due July 10, 1997
Unconditionally Guaranteed on a Subordinated Basis by
CITICORP

Pursuant to Paragraph (d) of the Terms and Conditions of the Notes, notice is hereby given that the period in respect of Coupon No. 38 will run from April 25, 1994 to May 25, 1994. A further notice will be published advising Rate of Interest and Coupon amount payable.

1994, London
by Citicorp, N.A. (Issuer Services), Agent Bank **CITIBANK**

ABBEY NATIONAL
Abdij National First Capital B.V.
(Incorporated in The Netherlands, statutory name: The Hague)
U.S. \$100,000,000
Subordinated Guaranteed Floating Rate Notes Due 2003

For the Interest Period 8th April, 1994 to 11th October, 1994, the Notes will carry an Interest Rate of 5 1/4% per annum, the Coupon Amount payable per U.S. \$1,000 Note will be U.S. \$27.13, and for the U.S. \$10,000 Note, U.S. \$271.25, and for the U.S. \$100,000 Note, U.S. \$2,712.50, payable on 11th October, 1994.

London, 10 March 1994
by Bankers Trust Company, London **Agent**

CANAL+
CANAL+ 1993 NET INCOME AFTER MINORITY INTERESTS UP 8.9% TO FF 1.2 BILLION

CANAL+, Europe's leading pay-television network, said that in 1993 its net income after minority interests rose 8.9%, in line with forecasts.

(FF millions)	1993	1992	% change
Subscription revenues	7,066	6,415	+10.2%
Advertising and sponsoring revenues	439	433	+1.4%
Other	1,170	1,089	+7.4%
Total revenues	8,675	7,937	+9.3%
Operating income	1,650	1,693	-2.5%
Net interest income	159	306	-48.0%
Income from continuing operations, after tax	1,245	1,389	-9.9%
Equity in losses of associated companies	(220)	(333)	-33.9%
Exceptional items, after tax	133	(82)	-
Net income after minority interests	1,202	1,104	+8.9%

In a difficult business environment, the channel's subscription rose by 10.2% to FF 6,984 million. Canal+ subscription came to FF 77 million versus FF 61 million in 1992. The increase in other revenues was fuelled mainly by production subsidiaries Le Studio Canal+ (FF 11 million against FF 10 million in 1992) and Elipse Programme (FF 11 million versus FF 215 million in 1992).

Operating income was satisfactory at 19% of sales. In its first full year of operation, Canal+ posted an operating loss of FF 173 million, as expected.

Net income declined from the exceptionally high level reached in 1992, when the Group booked FF 173 million worth of unrealized capital gains left over from earlier years.

Improved results from the foreign channels, which are accounted for by the equity method, plus the exceptional FF 140 million dilution gain generated by the sale of a 20% interest in Canal+ to apply offset the decline in income from continuing operations. Net income after minority interests advanced by 8.9% to FF 1,202 million.

In light of the economic outlook, the Group has decided to adopt conservative forecasts for subscription growth both in and outside of France for 1994. A comparable structure basis, CANAL+ expects to report net income after minority interests and non-recurring items in the neighborhood of FF 1 billion.

The Board of Directors will propose that shareholders approve their decision to maintain the annual net dividend of FF 25 (FF 375 including tax credit) at the Annual Meeting on June 24. As in the past three years, shareholders will have the option of reinvesting their dividend in new shares.

New Zealand
US\$ 1,000,000,000 Floating Rate due 1999

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the period from April 10, 1994 to July 06, 1994 the Notes will carry an Interest Rate of 3.8125% per annum.

The Coupon Amount payable on the relevant Interest Payment Date, July 06 1994 will be US\$ 96.37 per US\$ 100,000 nominal amount of Note and US\$ 963.72 per US\$ 1,000,000 nominal amount of Note.

The Principal Paying Agent **Kreditbank Luxembourg**

صكلا من الاعمال

INTERNATIONAL COMPANIES AND FINANCE

Canadian group to set up company in Sri Lanka

By Bernard Simon in Toronto

Ondasat Corp, a Canadian investment group with interests in Sri Lanka, has formed a new company which plans to list on the Colombo stock exchange and raise C\$60m (US\$47.8m) in equity, mostly from international institutions.

The new company, to be known as Forbes Ceylon, will take over a number of businesses from Forbes & Walker, a diversified Sri Lankan trading company. Ondasat bought last October.

Forbes & Walker will retain its core tea, commodity and stock brokerage businesses. Forbes Ceylon aims to raise C\$50m from international investors, with the remainder of the equity issue to be underwritten in Sri Lanka.

Forbes Ceylon's prospectus is expected to be cleared within about a month, but more time will be needed to comply with Sri Lankan regulatory requirements.

All funds received will be held in escrow until Forbes Ceylon has been accepted for trading on the Colombo Stock Exchange.

Bertelsmann expects record year

By Michael Lindemann in Bonn

Bertelsmann, the world's second largest media group, yesterday said earnings for the six months ending December 31 were "well above budget". In addition, it expected full-year results to be better than the 1993 record figures, losing an estimated DM160m through the collapse last week of the private television channel.

Total foreign sales rose 6.2

cent to DM9.3bn (\$5.43bn) while earnings rose by "an even higher percentage", the company said. It did not give further details.

The family-owned company said it grew 6 per cent to more than DM18bn for the full year, maintaining Bertelsmann's position as the second largest media group in the world, behind Time Warner of the US.

While Bertelsmann admitted the recession had not left it "totally untouched", it said it

would ride out the collapse of Vox, which folded just 14 months after its launch when shareholders, Süddeutsche Verlag and WestLB, pulled out. Sales at Bertelsmann Buch, the newly created division which handles book clubs in German speaking countries and the international publishing arm, jumped 11 per cent to DM3.2bn.

The company's best performing division, Bertelsmann Music Group, which includes the Arista Record

reported sales up by 10 per cent to DM2.7bn.

Turnover at Gruner+Jahr, the second largest division, which embraces newspapers and magazines, is more than 2 per cent to DM1.9bn. The industry group, which takes in printing plants, paper production, reported turnover up 1.5 per cent to DM1.6bn while the film and television division reported turnover up 23 per cent to DM500m.

Benetton plans bond and share issues

By Andrew Hill in Milan

Benetton, the Italian clothing group, is to seek shareholder approval for a bond issue and a placing of 18m new shares in foreign markets.

The group yesterday called an extraordinary meeting of shareholders for May 25 and 26 to vote on the share and bond issue, causing a drop in Benetton's share price on a day in which the Milan stock market

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GE says earnings 'at high end of estimates'

By Richard Waters in New York

General Electric, the conglomerate, said its earnings for the first quarter of the year were "at the high end of analysts' estimates", which ranged from \$1.45 to \$1.50 a share.

The announcement marked an attempt by the industrial giant to scotch rumours that its financial services businesses, which have been one of the main engines of profits growth in recent periods, had suffered from rising US interest rates.

In particular, market speculation centred on possible losses at Kidder Peabody, the

group's Wall Street brokerage house. In a statement, GE said that first-quarter earnings at both Kidder and GE Capital Services, its financial services unit, would be "excellent".

Dennis Dammerman, the group's chief financial officer, also said that GE continues to expect annual earnings for 1994 to be in the range of \$1.45 to \$1.50 a share.

GE had had a patchy record in recent years and has been consistently less profitable than its main competitors, leading to frequent speculation that GE was looking to sell the business.

Year operating profits jumped to \$499m from \$300m.

Baltica returns to the black with Dkr25m

By Hilary Barnes in Copenhagen

Baltica, Denmark's largest combined accident and life insurance group, turned back into the black in 1993 with group net profit of Dkr25m (\$3.7m), compared with a 1992 loss of Dkr45m. For the second consecutive year, no dividend was proposed.

Group premium income slipped to Dkr8.33bn from Dkr8.51bn, but general insurance premium income rose to Dkr3.38bn from Dkr3.36bn.

Assets increased to Dkr112bn from Dkr101.5bn, but equity capital was reduced

to Dkr5.67bn from Dkr7.81bn at the end of 1993.

Losses on financial services business were Dkr220m last year. It also lost Dkr95m as a US subsidiary, but the general insurance business had developed well.

The group forecast an improvement in 1994 as a result of continued reductions and increases in premium rates.

Baltica Insurance is up for sale after the collapse last year of its parent company, Mathias Holding, which has changed the name to Gefion, but yesterday's report made no mention of the sale.

VA Tech lifts profit ahead of flotation

By Patrick Blum in Vienna

Voest-Alpine Technologie (VA Tech), Austria's largest engineering group, yesterday reported higher profits on slightly reduced turnover for 1993, and announced conditions for its privatisation next month.

Domestic and international investors will be offered 7.65m shares, or 51 per cent of VA Tech share capital, through a five-day flotation on the Vienna stock exchange starting on May 16. The share price will be announced on May 13, and the government expects to raise at least Sch50m (\$14.6m) from the sale.

According to an original valuation the sale was expected to raise Sch50m-Sch60m, but this was before last year's results were known, and developments since then should firm up the

price, Mr Othmar Pühringer, VA Tech chairman, said.

Group profits from ordinary activities rose 6 per cent to Sch972m with positive results in all the group's main companies. Turnover fell to Sch22.5bn from Sch23.8bn in 1992, reflecting a different accounting method for large projects.

VA Tech was formed last November as part of a reorganisation of the bulk of Austria's state-owned industries following heavy losses at Austria Metall, the aluminium manufacturer.

OIAG, state holding company for the nationalised industries, will keep a 24 per cent direct stake in VA Tech, and hold indirectly 25 per cent through its VA Stahl steel subsidiary, which has a 25 per cent cross shareholding with VA Tech.

French, Brazilian groups allotted stakes in BPA

By Peter Wise in Lisbon

Portugal has chosen one Brazilian and three French companies as the foreign investors allotted shareholdings, totalling 7.5 per cent, in the privatisation of Banco Portugues do Atlantico (BPA), the country's largest retail bank.

Caisse Nationale de Prevoyance and Mutuelles du Mans, the French insurance companies, will take stakes of 3 per cent and 1 per cent respectively. The Brazilian Banco Economico will buy 2.5 per cent and French bank Credit Commercial de France 1 per cent.

The sale of the shareholdings will raise Es15.4m (\$8m) for the Portuguese state. Credit Commercial de France had been contracted to advise the Portuguese government and

negotiate the sale of stakes in BPA to foreign investors.

Foreign shareholders are limited to holding 3 per cent of BPA individually and 7.5 per cent collectively. The sale of stakes to foreign companies is the third phase of BPA's privatisation and will bring the total capital in private hands to 76 per cent.

The state is expected further to reduce its shareholding in BPA later this year by not exercising subscription rights in a planned capital increase to Es10bn from Es100bn. The bank is now controlled by a group of Portuguese investors who own 27 per cent.

Mutuelles du Mans owns 37.5 per cent of BPA Seguros, an insurer in the BPA group. Credit Commercial and Banco Economico have co-operation agreements with the bank.

Swissair falls 48% to Sfr59m

Swissair, Switzerland's shareholder-owned national airline, announced that its net profit fell 48 per cent in 1993, to Sfr59m (\$40.9m) from Sfr113m in 1992, AP-DJ reports from Zurich.

It also said it would pass its dividend on the 1993 results.

As previously reported, the company posted a first-half 1993 group net loss of Sfr65m. Swissair indicated a month ago that full-year 1993 group

results would be positive. At the airline level, 1993 net profit fell 68 per cent to Sfr6.7m from Sfr20.5m in 1992.

The company blamed fare erosion and said it would ask shareholders to agree to omit a dividend. Last year, the airline paid a dividend of Sfr10 a share, down from Sfr20 the year before.

Group operating profit rose slightly last year to Sfr216m from Sfr214m in 1992.

VA Technologie.

Well on the way to world class.

The VA Technologie Group was recently established from the main engineering activities of the former Austrian Industries.

Under one roof, the Group brings together a portfolio of highly qualified and internationally respected companies

to form the largest engineering group in Austria, with over 13,000 employees and turnover of ATS 22.5 billion.

VA Technologie is active in Metallurgical Engineering, Energy & Environmental Engineering and Construction and Engineering Services - on a truly worldwide basis, with over 50% of turnover generated outside Austria.

And, in an international economic climate which has been less than kind, VA Technologie has thrived.

This is partly due to our commitment to innovation. We hold 2379 patents worldwide and invest some ATS 900 million a year in research and development.

But the principal reason for our success is our ability to combine skills within individual Group Companies and to "network" them to produce genuinely integrated solutions for our clients.

For a copy of our 1993 Annual Report, please contact Dr. Michael Losen at VA Technologie AG, Lunzerstraße 64, A-4031 Linz, Austria.

	1993	1992	1991
FINANCIAL DATA			
ORDER INCOME	22,452	22,501	20,706
ORDER BACKLOG	22,452	22,501	20,706
31 DECEMBER	22,452	22,501	20,706
CONSOLIDATED TURNOVER	22,452	22,501	20,706
PROFIT FROM	22,452	22,501	20,706
ORDINARY ACTIVITIES	22,452	22,501	20,706
ON A FINANCIAL	22,452	22,501	20,706

VATECH

VA TECHNOLOGIE AG

LYOIS INTERNATIONAL PORTFOLIO SICAV
1, rue Schiller
L-2519 Luxembourg
R.C. Luxembourg No. B7.635

NOTICE

is hereby given to the Shareholders that the Annual General Meeting of Shareholders of LYOIS INTERNATIONAL PORTFOLIO SICAV will be held at the registered office, 1 rue Schiller, on April 19th, 1994 at 11.30 am with the following agenda:

1. Submission of the reports of the Board of Directors and of the Authorized Independent Auditor;
2. Approval of the annual accounts as at 31 October 1993 and allocation of the net results;
3. Discharge to the Authorized Independent Auditor for the financial period ended October 31, 1993;
4. Election of the Authorized Independent Auditor for the new financial year;
5. To transact such other business as may properly come before the Meeting.

Resolutions on the agenda of the Annual General Meeting will require a quorum and will be taken by the majority of the votes expressed by the Shareholders present or represented at the Meeting.

By order of the Board of Directors

AirTouch aims for the overseas market



Glenn: looking for investment in the Asia-Pacific region

Will the AirTouch spin-off generate a dynamism of its own? "In personal terms, I'm a wrench, like the IBM divestiture [of AT&T, which led to the creation of the Baby Bells]," says Mr. Ginn. "Twelve months after the revolution, it started the new history."

Foreign Europe and the Asia Pacific region, the cellular mobile market is liberalising faster than the wireline mar-

As for convergence between cellular and "wired" networks, the Federal Communications Commission, which regulates the telecom industry from Washington, is unlikely to allow full integration between wireline and wireless services for fear of cross-subsidies.

Divesting its cellular business leaves Pacific Inc. to sell in its own right the California franchises for personal communications services, the new

The move last year by AT&T, the telecommunications giant, to buy McCaw, the leading wireless operator, convinced many Baby Bells the move lay in integrating, not separating their activities. "We'd be liable to fragment ourselves just as AT&T is trying to resurrect the Bell," said one regional Bell chief executive earlier this year.

The **PRIMA** plant produces phosphoric acid, the main ingredient for phosphatic fertilisers, which it makes from phosphate rock. India, which is short of phosphates, imports phosphoric acid. Its needs are expected to grow rapidly, so **PRIMA** makes sense.

The planned acquisition was strongly promoted by Mr. Darrell Seth, 74-year-old former chairman of The Chemical, who left suddenly last month, saying he was retiring. The scheme will require government approval because hospital account transactions are tightly controlled by foreign exchange laws.

Charles Sachs, the private investment bank, has appointed Mr Hideo Ishihara, former deputy president of the Industrial Bank of Japan and president of IBI Leasing, as chairman of Goldman Sachs Japan. The Tokyo arm of the investment house.

Mr Ishihara, who will join the company as general manager, is equivalent of a board member.

The move follows the other leading Japanese firms scaling down their Tokyo operations and focusing on other parts of Asia.

Mr Ishihara, 55, is known for his connections in international finance. He is deputy president of Dai-ichi Kangyo Bank, Tokyo.

Sun introduced mid-range and high performance workstations and slashed the price of the lowest model to less than \$10,000.

Dong-A Pharmaceutical Co Ltd
(the "Company")
(Incorporated in the Republic of Korea with limited liability)

U.S. \$25,000,000
3 1/2 per cent. Convertible Bonds due 1994
(the "Bonds")

NOTICE IS ☐ GIVEN to the holders of the bonds that, as the Company issued ☐ American (in Korea) convertible Bonds 10,000,000,000 Won on ☐ August, 1992, the ☐ of the retroactive adjustment in the Conversion Prices that have occurred since ☐ August, 1992, runs as follows:

Adjustment Date	Pre-retroactive adjustment	Post-retroactive adjustment	Forwards
<input type="checkbox"/> Aug. 1992	19,546 Won	19,020 Won	Dominant Convertible Bond, 10,000,000,000 Won issued
1st Jan. 1993	19,182 Won	18,671 Won	Dividend in common shares, 141,600

And as a result of the ☐ of common shares, 192,188 is a dividend, such dividend having been approved by a general meeting of shareholders held on 9th March, 1994 the Conversion Price of the Bonds in total has been adjusted from 18,671 Won to 18,397 Won pursuant to the provisions of the Trust Deed, effective 1st January, 1994.

☐ April, ☐ Dong-A Pharmaceutical Co Ltd

	<p>BCU Terminant PLC 29 Chesham Place Belgrave London SW1X 8HL Tel: +71 246 0088 Fax: +71 235 0080 Member BFA</p>	<p>FUTURES & OPTIO BANKERS</p> <p>\$32 ROUND TRIP</p> <p>EXECUTION O</p>
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This announcement is a matter of record only.

March 1994

KATUN®

Katun Corporation has acquired


**Tepro Verwaltungs GmbH
Frankfurt, Germany**

and its subsidiaries, including:

- Tepro Techno Products
für Bürotechnik mbH ■ Co. KG, Frankfurt, Germany
- Tepro Technische Produkten B.V., Helmond, The Netherlands
- Tepro Skandinaviska AB, Göteborg, Sweden
- Equipment Distributors Ltd., London, England
- Franchini S.r.l., Modena, Italy
- Starck S.A., Paris, France
- Surep, S.A., Barcelona, Spain
- Consurep S.A., Lisbon, Portugal

Salomon Brothers Inc

NEW ISSUE April 5, 1994

 **FannieMae**

\$800,000,000

7.60% Debentures

Dated April 11, 1994 Due April 14, 2004
Interest payable on October 14, and semiannually

Series SM-2004-D Cusip No. 31359G AQ8

Callable on or after April 14, 1997

Price 99.921875%

The debentures of April 14, 2004 are redeemable on or after April 14, 1997. The debentures are redeemable in whole or in part at the option of the Corporation at any time (and from time to time) on or after the initial redemption date at a redemption price of 100% of the principal amount redeemed, plus accrued interest thereon to the date of redemption.

The debentures are the obligations of the Federal National Mortgage Association, a corporation organized and existing under the laws of the United States, and are issued under the authority contained in Section 304(b) of the Federal National Mortgage Association Charter Act (U.S.C. 1716 et seq.).

The debentures, together with any interest thereon, are not guaranteed by the United States and do not constitute a debt or obligation of the United States or of any agency or instrumentality thereof other than Fannie Mae.

The offering is made by the Federal National Mortgage Association in Senior Vice President and Treasurer with the assistance of a nationwide Selling Group of recognized dealers in securities.

Debentures will be available in Book-Entry form only.
There will be no definitive securities.

Linda K. Knight
Senior Vice President
and Treasurer

3000 Wisconsin Avenue, N.W., Washington, D.C. 20016

This prospectus applies as a matter of record only. This information is neither an offer to sell nor a solicitation of an offer to buy any of the Debentures.

KOREAN INTERNATIONAL TRUST

International Depositary Receipts
evidencing Beneficial Certificates
representing 1,000 Units

Notice is hereby given to the Trust Co. Inc. declared a distribution of Won 353,000 per IDR of 1,000 units payable on June 25, 1994 in the Republic of Korea.

Payments of coupons No. 13 of the International Depositary Receipts will be made on July 6th 1994 in US dollars at one of the following of Morgan Guaranty Trust Company of New York:

- Brussels, 35 Avenue des Arts
- New York, 60 Wall Street
- London, 60 Victoria Embankment
- Frankfurt, 44-46 Mainzer Landstrasse
- Zurich, 36 St. Troisdamm

The amount of dollars shall be the net proceeds of the sale by the Fund of the total amount to a foreign exchange bank in the Republic of Korea at its "spot" rate on July 4th 1994. The proceeds of all coupons presented July 4th 1994 will be into US dollars at the prevailing rate of the day following presentation, and will be to the Unitholders in proportion to their respective entitlements and after deduction of all taxes and charges of the Depositary.

Holders residing in a country having a double taxation treaty with the Republic of Korea may obtain payment of their coupons at a lower rate of the rate of the withholding tax in that country. Unit holders either in the Depositary or through one of the designated sub-paying agents a certificate showing their residence together with a copy of the Certificate of Incorporation or a copy of the passport individuals documents are requested by the Korean National Tax Office in order to obtain evidence and submit same full 26.875 per Korean non-resident withholding tax will be retained.

Depositary: Morgan Guaranty Trust Company of
 Avenue des Arts,

JPMorgan

**IRISH
PERMANENT**
[REDACTED]

\$100,000,000
Floating [REDACTED] 1998

Notice [REDACTED] hereby given [REDACTED] for
the interest period from 6 April
1994 to 6 July 1994 the [REDACTED]

[REDACTED] carry an interest rate of
5 6/32% [REDACTED] interest
payable on 6 July [REDACTED]

\$11.49 per
\$1,000 noted \$1.14 [REDACTED] per
[REDACTED]

Agent: Morgan Guaranty
Trust Company

JPMorgan

**CREDITANSTAL
BANKVEREIN**

US\$250,000,000
Subordinated collared
floating rate due 200

Notice is hereby given
the interest period April
to 11 October
carry interest of 5%
Interest payable on 11
October
US\$129.17 per US\$5,000
and US\$2,583.32

**Agent: Morgan Guaranty
Trust Company**

JPMorgan

**EAST RAND PROPRIETARY MINES,
LIMITED**
(Incorporated in the Republic of South Africa)
(Registration Number 01/00773/06)

Political unrest at the company's mine

Political antagonism between IFP and ANC supporters over the Easter weekend **■ ■ ■** a situation where in excess of 300 employees **■ ■ ■** not **■ ■ ■** work. These employees constitute important **■ ■ ■** and production has **■ ■ ■** affected with **■ ■ ■** decline of about 15% since the weekend.

Negotiations **■ ■ ■** defuse the situation and address the problem are continuing.

Johannesburg
7 April **1984**

LLOYDS INTERNATIONAL LIQUIDITY SICAV
L. 12519 Luxembourg
R.C. Luxembourg No. 113

NOTICE

is hereby given to all [redacted] the General Meeting of Shareholders of [redacted] LIQUIDITY SICAV will be held at the registered office, in Luxembourg, 1 rue Schiller, on April [redacted] 1994 at 10.00 AM with the following agenda:

1. Submission of all the reports of the [redacted] of Directors and of the Authorised Independent Auditor;
2. Approval of the annual accounts as at 31 October [redacted] and allocation of the net [redacted];
3. Discharge to [redacted] Independent Auditor for the financial period [redacted] 31. 1993;
4. Approval of the [redacted] Independent Auditor for the new financial year;
5. To [redacted] such other business as may properly come [redacted] Meeting.

Resolutions on the agenda of this [redacted] Meeting will require a majority of two thirds and will be [redacted] the majority of the votes expressed by the Shareholders present or represented at this Meeting.


On behalf of the Board of Directors

**ABBEE NATIONAL TREASURY SERVICES PLC
(FORMERLY ABBEE NATIONAL BUILDING SOCIETY)
\$42,000,000 AMORTISING SUBORDINATED FLOATING
RATE SERIAL NOTES DUE 1997**

In accordance with the provisions of the Trust Agreement, the Trust is hereby given as follows:

* Interest period:	April 5th, 1994 to July 5th, 1994
* Interest payment date:	July 5th, 1994
* Interest rate:	50% per annum (including the margin)
* Coupon amount:	50% of the face value of the Notes

AGENT BANK

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SGA SOCIÉTÉ GÉNÉRALE ACCEPTANCE N.V.
ISSUED ON MAY 11, 1992
RELATING TO 50,000 LVMH MOET
HENNESSY LOUIS VUITTON ORDINARY
SHARES ISIN CODE : ANN811757679**

Pursuant to Condition 8 of the Terms and Conditions of the Warrants, notice is hereby given that the following adjustment is made, effective as of March 21, 1994, as a result of a decision of the Company, to 5-fold the par value of the LVMH shares by 5.

The number of shares relating to a set of ten warrants, initially fixed at one LVMH share, is adjusted to 5 LVMH shares. Accordingly, the exercise of one set of ten warrants will entitle a warrant holder to purchase 5 LVMH shares upon payment of the Denomination amount being FRF 4,424.- per set of ten warrants.

**THE WARRANT AGENT
SOGENAL
SOCIÉTÉ GÉNÉRALE GROUP
15, AVENUE EMILE REUTER
LUXEMBOURG**

هكذا من الامم

US fund to invest \$1bn in China's car parts industry

By Tony Walker in Beijing

A new investment fund backed by US institutions plans to invest up to \$1bn over the next three years in China's automotive components industry to take advantage of a boom in the sector.

The Asian Strategic Investments Corporation (ASICO), through its China Automotive Components Group, plans an initial \$160m investment in joint ventures with about 10 Chinese manufacturers.

Mr Jari Perkowski, chairman of ASICO, said the company would bring experienced management and technology, as well as capital, to the sector. The aim is to become the largest components supplier in China.

Shareholders in ASICO include Pacific Alliance Group, a Hong Kong and US-based merchant bank, and Dean Witter Capital Corporation and TCW Capital Investment Corporation, both of the US.

Among ASICO's local partners will be the China National

Automobile Industry Association (CNAIC), Norinco, China's largest integrated motor vehicle company, and the municipal government of Changchun, China's main vehicle manufacturing centre.

Mr Perkowski said his organisation would make majority stakes in joint ventures and develop them into the dominant players in their respective segments of the market.

China's automotive components sector is highly fragmented with about 4,000 manufacturers, many of them tiny operations. The CNAIC estimates that \$20m is required for the components industry to get going with developments in vehicle manufacturing. China's spare parts market is the fourth largest in the world, according to some estimates.

The Chinese authorities will soon unveil a new car industry strategy which is expected to freeze the number of vehicle manufacturers, but it is likely that encouragement will be given to the components sector.

Chinese companies seek NYSE listings

By Simon Holberton and Louise Lucas in Hong Kong

Four of the largest state-owned Chinese companies are aiming for the New York Stock Exchange.

Power supply companies and two related airlines, expected to raise between \$50m and \$100m each, have signed up with US investment banks, according to industry sources.

In January the Chinese government published a list of large and medium-sized companies which it had approved for a foreign listing. Most were and still are expected to list their shares on the Hong Kong Stock Exchange.

Chinese corporate regulators are understood to have mentioned the US listings. They are, however, waiting to see how the program before allowing companies to list on either foreign exchange.

On the list of the companies are believed to have listed on the New York Stock Exchange, with some going to US investment banks. UK and Japanese houses have captured only one each, while the Bank of China's merchant bank in Hong Kong has received two bids.

The US listings are expected to be among the first of the 23 to come to the market, towards the end of this year, with the power companies at the head of the list.

Lehman Brothers has entered the market for Huanghai International, a power generation and supply company incorporated in Beijing, while Credit Suisse First Boston will bring Shandong Huanghai Electricity, a Beijing incorporated operator of seven power companies, to the New York market.

Goldman Sachs has won the mandate for China Southern Airlines and Morgan Stanley the mandate for China Eastern Airways.

Some bankers query the value of a foreign listing for mainland Chinese companies, claiming that the market for these stocks is tiny in Hong Kong.

Keeping the customer satisfied 24 hours a day

Citibank of the US has started a mini-revolution in Japanese retail banking, writes Paul Abrahams

The sight of someone withdrawing money from a "hole-in-the-wall" bank machine at 11 o'clock in the morning is a new sight in Tokyo.

In most countries the sight might be commonplace, but in Japan there are only 50 automatic teller machines (ATMs) available 24 hours a day.

All 60 belong to Citibank, and the bank's experience in Japanese retail banking provides a telling example of how foreign companies can succeed in the Japan.

In the past, the number of Citibank's retail branches in Japan has risen from 30,000 in 1970 to 100,000 in 1993. The bank's operations in Japan, where it has been the only foreign bank to set up a branch network, moved from profit loss to a profit of \$1.5 billion last year, according to Mr Yasuhiro Yashiro, an executive vice-president.

Citibank had six branches in the early 1970s, but declined to expand rapidly. "Japan represents an opportunity," says Mr Yashiro. "If you can succeed, the market is as large as the country in the world's second-largest economy - that you can really flourish," says Mr Yashiro.

Citibank believed it saw a gap in the market. Mr Yashiro explains: "Contrary to the traditional view, Japanese services are historically of low quality. This is a producer society. Consumers are not well catered for. Banking services have been viewed as a source of cheap funds and not as a service to be used."

The service level by Citibank when it entered retail banking was not for the most part, generated by Japan's bureaucracy. "The ministry of finance was not open to foreign banks," says Mr Yashiro. "By Japanese standards - and I emphasise by Japanese standards - we've been treated well. But it's a society that values conformity rather than opportunity."

Invariably, if you ask for permission to do something, you're told it's not a good idea. "The bank is still trying to offer investment services."

One of the biggest bureaucratic difficulties has been setting up a branch network. The 11 leading commercial banks - known as city banks - have huge branch networks; if Citibank was to even start competing, it had to find good sites at reasonable prices, an almost impossible task during the bubble economy of the late 1980s.

"We can't really compete with the Japanese banks by providing plain vanilla services. We have to be a niche player. We offer the bank services, and then provide other services. This includes rapid international fund transfers, multi-currency accounts - our customers can hold accounts in 11 different currencies - and automatic bill paying."

One of Citibank's main points of differentiation is its 24-hour cash-point machines. The company has 40 on-site ATMs, with about 20 off-site ATMs that it partners with other banks.

"We were not allowed to belong to Japan because we were foreign," says Mr Yashiro. "We are only a slightly higher customer fee. I openly say that in discrimination - not by the government, but by the market."

"On the other hand, it's a better than might have been. When we first approached them, we were told to go away. But the development of the entire system," Citibank started negotiations six months ago with the Japanese regional banks for access to their system, but the negotiations are still unable to use them.

In spite of the problems and increased long waits by customers for services, Citibank's added-value formula appears to be working. The bank's turnover rose 10 per cent last year, and new foreign business in Japan held by Citibank is growing.

However, profitability still lags Citibank's Japanese retail banking operations, despite a cost-reduction programme. Staffing levels have been kept flat over the last two years, even though new branches are being opened.

In spite of Citibank's relative success, Mr Yashiro expects further changes to follow. "The main challenge for foreign banks remains the need of setting up the infrastructure," he says.

All change: Citibank offers 24-hour cash machines in competition with Japanese banks' restricted services

ing the bubble economy of the late 1980s.

"This problem has eased," he says. "Nevertheless, even though real estate prices are down, you often still have to provide up to seven years' rent in advance - and you don't receive any interest on it." The bank now has 21 branches, mostly in Tokyo.

Another problem has been gaining access to the automatic teller machine (ATM) networks owned by the other banks. Mr Yashiro explains:



All change: Citibank offers 24-hour cash machines in competition with Japanese banks' restricted services

DAIMLERBENZ

Annual General Meeting 1994

We hereby invite our shareholders to the 98th Annual General Meeting which will be held on Wednesday, May 18, 1994 at 10.00 a.m. in the International Congress Centrum (ICC), Messedamm 22, 14055 Berlin.

Agenda (short version)

1. Presentation of the financial statements, the consolidated financial statements and the consolidated management report for Daimler-Benz AG for the financial year 1993 and the Daimler-Benz group for the 1993 financial year.
2. Resolution concerning the distribution of unappropriated profit. It is proposed that a dividend of DM 11 from the unappropriated profit for the 1993 financial year of DM 390.4 million will be paid on each eligible ordinary share of DM 50 par value.
3. Formal approval of the Board of Management's activities for the 1993 financial year.
4. Formal approval of the Supervisory Board's activities for the 1993 financial year.
5. Election of auditors for the 1994 financial year.
6. Authorization on authorisation of a capital increase for the financial year 1994 and modification of the Articles of Association.
7. Authorization on empowerment to issue warrants and convertible bonds and simultaneous authorisation for a conditional capital increase and modification of the Articles of Association.

Entitlement to attend the Annual General Meeting and to exercise voting rights is restricted to shareholders who are registered in the Articles of Association deposit book, shares or the certificates of their shares at the latest by Tuesday, May 10, 1994 at the depository in accordance with the company law with a German notary or a bank until the end of the Annual General Meeting.

The depository in the United Kingdom is Deutsche Bank AG London.

Shares can only be deposited properly if with the company of a depository they are deposited by a bank until the end of the Annual General Meeting.

A copy of the 1993 annual report will be admission for the Annual General Meeting and will be obtained from Deutsche Bank AG London, 6 Bishopsgate, London EC2P 2AT.

Stuttgart-Möhringen, April 8, 1994

Daimler-Benz Aktiengesellschaft
The Board of Management

Japanese truck makers sign supply agreement

By Michio Nakamoto in Tokyo

Three Japanese truck makers have agreed to supply each other with trucks, a significant step in the restructuring of Japan's automobile industry.

Nissan, Nissan Diesel and Isuzu will provide each other with products on an original equipment manufacturing (OEM) basis beginning next summer, the companies said.

Under the agreement, Nissan will supply Isuzu with 6,000 vans and 3,000 one-tonne trucks annually, which Isuzu will market under its own brands. Isuzu, in its first deal to supply a competitor with trucks on an OEM basis, will supply Nissan and Nissan Diesel with 14,000 units of its two-tonne truck, which the Nissan companies will sell under different brands.

The deal aims to reduce development costs in order to meet rising competition in the Japanese truck market, Isuzu said. The truck makers are particularly concerned that tougher exhaust rules will add substantially to development costs.

Sharing development costs has become an important theme for many Japanese truck makers. Competition in the domestic truck market is expected to remain intense as demand is not likely to rise significantly in the near future.

All three companies have come under severe pressure in Japan's slumping automobile market. In the year to March 31, Isuzu saw total vehicle sales fall nearly 20 per cent, Nissan Diesel 18 per cent and Nissan 10 per cent.

INFORMATION FOR RHÔNE-POULENC SHAREHOLDERS

Notice of Rhône-Poulenc S.A.'s General Shareholders meeting

Rhône-Poulenc shareholders are invited to attend the mixed General Shareholders Meeting which will take place on Tuesday, April 12, 1994 at 10:00 am, at its headquarters, 25 quai Paul Doumer, Courbevoie, France. In case the quorum is not satisfied the Meeting will reconvene on Friday, April 22, 1994 at 9:30 am at CNIT - La Défense - Amphithéâtre Léonard de Vinci, RER or Métro "Grande Arche", Parking CNIT, exit Défense 6 or Parking Central, exit Défense 4.

TO ATTEND AND/OR VOTE AT THE MEETINGS

If you are a shareholder, you have the right to attend the Meetings by immobilising your shares at least five days before the Meetings by notifying the institution where your shares are held about your intention to attend or vote. You should ask for a certificate of restriction and send it to:

Société Générale,
Service Assemblées, BP 1135,
92011 Nanterre cedex 01, France.

If you would like to attend the Meetings personally, you should ask your bank for an admission card which you will need to present at the Meeting.

MAIN POINTS ON THE AGENDA

- Ordinary General Meeting
- Management report and independent auditor's report
- Approval of the 1993 accounts
- Allocation of dividends and distribution of shares
- Appointment of the Directors and the Chairman of the Board
- Election of new Directors



Extraordinary General Meeting

- Board authorisation to issue various securities
- Approval of the proposed merger with Institut Mérieux
- Approval of the proposed acquisition of the French company Pharmacia Rhône Française

If you do not wish to attend the Meetings, you may exercise your right to vote using the proxy or postal method, by requesting the appropriate forms from Société Générale at the address below. To be considered valid, postal votes must arrive at Société Générale at least three days before the date of the Meeting.

To attend the ordinary part of the General Meeting and to vote, you must have at least 10 shares. For the extraordinary part, you need only one share.

- If you would like to receive a copy of:
- a summary of the Meeting's minutes,
- the quarterly shareholders newsletter,
- "Rhône-Poulenc in Brief" (an Annual Report summary),
- the full Annual Report,

Please contact the:

Shareholder Relations Dept.,
Rhône-Poulenc,
25 quai Paul Doumer,
92406 Courbevoie cedex
France
Tel. (33-1) 47 34 14 41

RHÔNE-POULENC

CARNAUD METALBOX

1993 ANNUAL RESULTS

"The results of the year reflect the toughest conditions our industry has seen for many years. But our vigorous action has limited the downside. Significant cost savings, increased restructuring and the excellent acquisitions helped 1993, and making us competitively stronger going into 1994."

B. Jürgen Hinz, Chief Executive Officer

FRF million	1992	1993	% change	ex currency impact
Revenue	24,330	23,999	-2%	-1%
Operating profit	9,200	8,800	-4%	-1%
Net attributable profit	976	836	-14%	-8%
Earnings per share (FRF)	12.1	10.3	-15%	-7%
Cash flow per share (FRF)	29.2	27.3	-7%	-7%
Dividend per share (FRF)	4.0	4.0	unchanged	

* proposed at the AGM

Revenue of FRF 24,340 million was down 2% in 1993. In local currencies it grew 1%, including a 4% contribution from metal acquisitions.

Net earnings fell 14% to FRF 836 million as a result of the following key points:

- Operating profits fell 10% and 11% excluding currency factors. This is almost entirely attributable to three areas: European Beverage Cans, particularly in Germany, and specific problems in Asia.

The bulk of the turnover, representing 75% of turnover, was in the automotive sector. Customer demand and pricing pressure, with cost reductions and productivity improvements.

- Restructuring costs were increased 17% to 306 million, in response to the difficult market conditions.

Strategic investments: In 1993, our strategic priorities were considerably reinforced by important acquisitions. In Eurosteel, we added one of the leading food closures manufacturers in the UK and the leading metal can companies in Hungary and Finland. In Health Beauty, we acquired Zeller Plastik, the worldwide producer of speciality closures. In Asia-Pacific, we repurchased the leading packaging company in Malaysia.

- While the total cost of acquisitions reached FRF 2.5 billion, the debt increase was limited to only FRF 982 million due to the disposal of some non strategic businesses, a further reduction in working capital and a solid cash flow performance. Net gearing remained at a healthy level of 34% at year end.

Dividend: The Supervisory Board proposes to maintain the dividend as demonstration of its confidence in the long term future of the Group.

Metalbox is one of the leading packaging manufacturers in the world with a turnover of approximately FRF 24 billion, of which 80% is in Europe. The Group's operations are focused on metal and plastic packaging employing more than 31,000 people at 198 factories in 38 countries.

For further information, please contact: Virginia Rutherford
153, rue de Courcelles 75017 Paris - Tel: (33-1) 44 15 68 47 - Fax: (33-1) 44 30 31 02

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INTERNATIONAL CAPITAL MARKETS

Treasuries hold steady in face of contrasting data

By Frank McGurty in New York and Antonia Sharpe in London

US Treasury bonds strayed little from their opening levels yesterday morning in a session which held steady in the face of conflicting signals on the economy.

By midday, the benchmark 30-year government bond was at 88 1/2, with the yield

GOVERNMENT BONDS

slipping to 7.234 per cent. On the short end, the two-year was unchanged at 5 1/2 to yield 5.377 per cent.

Mr Alan Greenspan, in

San Francisco, he thought the country's sense of economic pessimism was misguided.

In general, the market enjoyed a peaceful morning. Early on, the weekly reading on the unemployment rate of 6.8 per cent, which showed a rise of 0.1 point, was not growing at an excessive

But the favourable news was balanced by March sales figures from the leading US retailers. The figures showed shoppers returned as soon as February's deep freeze lifted, a worrying development for investors, who the demand will lead to higher prices.

The middle segment of the yield curve benefited a little

from a firming trend in the mortgage-backed and municipal bonds.

French government bonds ended the day lower, weighed down by the lacklustre response to the Bank of France's FF19.8bn auction of OATs and the weaker

"Auctions are not desperate at the moment so as one could have expected in these difficult times," said Mr Kit Juckes, economist at SG Warburg Securities. He added that the uncertain political situation in France could force a widening of the yield differential between 10-year French and German government bonds. The differential now stands at about 20 points, he said. A further widening would lessen the appeal of French bonds

to international investors.

Dealers said muted demand at yesterday's auction reflected in the higher yields, noting that the average accepted yield on 10-year OATs due 2004 rose by 1/8 basis point to 6 1/2 per cent. The yield on the 6 per cent OAT due 2005 rose to 7.05 per cent from 6.91 per cent.

One noted that the June contract of the national 10-year French government bond future on the Mafif had held up relatively well during the auction but had weakened on the back of lower US treasuries. The contract traded at a high of 123.63 and a low of 123.40 during the day. In the late afternoon, it traded around 123.54, marginally higher on the day.

Italian government bonds rose more than one point yesterday afternoon on news that Italy's federalist Northern League had resumed contact with Silvio Berlusconi, who had broken off talks with his electoral allies on Tuesday.

The June contract of the Italian government bond future on the Mafif went as high as 113.48 on the news, well above the day's low of 112.43. In the late afternoon, the contract traded around 113.40, up 1.11 point on the day.

UK gilts recovered from an intraday low which followed the stronger-than-expected UK industrial output data for February. Some dealers said the data appeared to lower the chances of an early rate cut.

Apart from the data, there were no other influences

on the market and gilts traded in a narrow one-point range. The June contract of the long gilt future on the Mafif traded between 108 1/2 and 107 1/2 during the day. In the late afternoon the contract was quoted at 108 1/2, down 1/2 on the day.

German bunds were trapped in a narrow range yesterday as the market waited for Mr Greenspan to make his speech. Before reports of his speech hit the trading market, there had been worries that he would raise the discount rate in order to underpin the recent rise in the Fed funds rate.

The June contract of the bund future on the Mafif was sandwiched between 97.30 and 97.00 during the day and traded at 97.15 in the late afternoon, up 1/2 point from Wednesday's

Prague to raise \$250m in first offering since 1920s

By Antonia Sharpe

The City of Prague is preparing to launch its first bond offering since the 1930s to help finance the modernisation of its underground transport system, built during Communist rule.

Prague, the only east European borrower apart from the Czech Republic to have obtained an investment-grade rating (it is rated triple-B with a positive outlook by Standard & Poor's), is expected to raise \$250m in the international bond market next week.

Nomura, the Japanese securities house, is arranging the sale of five-year Eurobonds which are expected to be priced to yield around 10 1/2 points over US treasuries.

Mr Jan Koukal, the mayor of Prague, said the city wanted to provide a "new face" to its public transport. "We have many problems with technology

more than one-third of Prague's expenditure of Kcs18.9bn (\$77m) in 1993 was spent on public transport, the largest single area of the city's expenditure. Mr Koukal said it was likely that the city would have to continue to heavily subsidise the system.

But he added that this drain on the city's budget should be offset by Prague's strong local economy, its growing revenue base, good control over expenditures and its significant property holdings.

Moody's yesterday placed the city's long-term foreign currency rating at Baa3, the lowest rating for a possible upgrade. The rating is motivated by the favourable macroeconomic trends in the Czech Republic, and the country's progress to a market economy.

Moody's said the shifts in the rating in recent years had not generated significant imbalances, noting that the fiscal budget and current account balance of payments had a slight surplus in 1993. It added that although the economy declined by 1.5 per cent last year, these trends reflected the ongoing structural changes.

The Bank of Vietnam might allow the issue of bonds to foreign investors later this year, a senior official said yesterday. AP-DJ reports from Bangkok.

Nguyen Cong Hai, director of the bank's foreign department, said the plan was being studied as a way to attract much-needed capital from offshore investors.

"We are doing research on the type of mobilisation possible by issuing bonds to foreign investors in Vietnam," Mr Hai said. "This year we might allow some big commercial banks in Vietnam to issue bonds for that purpose."

The bank said it is aiming to launch a trial tranche of 91-day Treasury bills aimed at retail investors in Vietnam.

Finland's \$1.5bn FRN claimed to be too aggressively priced

By Sara Webb

The Republic of Finland's newly launched \$1.5bn floating rate note (FRN) in the international bond market, according to figures compiled by EuroMoney, and syndicates say a considerable proportion of the issue is still unplaced.

Goldman Sachs, lead manager for the Finland \$1.5bn deal, said it had bought back \$400m of the issue from syndicates after the deal yesterday morning.

The bonds have a coupon of three-month Libor, but the basis points are three-month Libor, which means the bonds have been bought back at 1/8% or above, trading within fees. But other syndicates, which are aggressively priced, claim there is now too much

floating-rate "sloshing around". Borrowers launched the equivalent \$34.1bn in FRNs in the third quarter, predominantly in dollars, according to figures compiled by EuroMoney, and syndicates say a considerable proportion of the issue is still unplaced.

Goldman Sachs, lead manager for the Finland \$1.5bn deal, said it had bought back \$400m of the issue from syndicates after the deal yesterday morning.

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hally before recovering. "The pricing was aggressive and the market was sloshing around," said a syndicate manager. "It is just buying league position," said a specialist.

But last night's auction yesterday came in an indication of currencies, with a large convertible bond issue from Thermo Electron and a couple of Eurosterling deals, from Tate & Lyle International Building Society.

Thermo Electron, the US technology company, issued a \$100m convertible bond issue, increasing the size by 100% to \$200m. The company has a 10 per cent coupon and a convertible premium of 10 per cent. The bonds were priced to yield 10 1/2 points over the five-year gilt, while Tate & Lyle does not

NEW INTERNATIONAL BOND ISSUES									
Borrower	US Dollars	Yield	Coupon	Term	Spread	Book runner	Lead	Other	Notes
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
YEN									
Honda International Finance	100	8.12	100.48R	Jul 1999	0.25R	Barclays	Other	Other	Intl
STRENGTH									
Tate & Lyle Int. Finance	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
Northern Rock Building Society	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
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STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
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Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
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STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
Thermo Electron Corp	100	10.00	10.00	Apr 2001	100bp	Lehman	Other	Other	Intl
STRENGTH									
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Thermo Electron Corp	100	10.00	10.00	Apr 2001					



United Friendly Group plc

RESULTS FOR THE YEAR ENDED 31 DECEMBER 1993

- Premium Income increased by 10.9% to £323.4 million.
- Profit after tax was 2.7% lower at £17.3 million.
- Total dividend increased by 13.8% to 16.5p.
- United Friendly Insurance life profits were 11.6% higher at £12.5 million.
- General business underwriting loss was £0.6 million (1992 - loss £1.9 million).

	1993 £m	1992 £m
Premiums—Life	219.3	200.6
—General	104.1	91.1
Life business profits		
Continuing operations	12.5	11.2
Acquisitions	(1.0)	—
	11.5	11.2
General branch underwriting loss	(6.6)	(1.9)
Shareholders other income and expenditure	15.5	14.1
Profit attributable to shareholders	17.3	18.9
Dividend per share	16.5p	14.5p
Earnings per share	21.2p	23.0p

The figures for 1993 are subject to completion of audit.

The board recommends the payment of a final dividend of 11p per share to be paid on 23 May 1994 to shareholders on the register at the close of business on 21 April 1994.

The results for the annual general meeting to be held on 21 May 1994 will be published in the 1993 annual report and accounts, which will be available to shareholders on 21 April 1994. Copies of the annual report may be obtained from the Secretary.

United Friendly Group plc, 1 Bridge Road, London SE1 0HE
Telephone: 071-928 5644 FAX: 071-928 1077



GRUPO FINANCIERO SERFIN OFFICE RELOCATION

BANCA SERFIN, S.A.

SERFIN SECURITIES, INC.

note that, with effect from:
MONDAY 11TH APRIL 1994

will be relocated to:

NEW BROAD STREET HOUSE, NEW BROAD STREET, LONDON EC2M 1NN

BANCA SERFIN, S.A.

071 614 1111
071 614 1111
071 614 1040
071 614 1045

General
Facilities
Telex
Foreign Exchange
Money

SERFIN SECURITIES, INC.

071 814 1400
071 814 1414
071 814 1050
071 814 1050

Equities
Fixed Income

**LOW COST
SHARE DEALING SERVICE** 081-944 0111
COMMISSIONS FROM £10 SHAREHOLDERS TO
£99 MAXIMUM ON ANY TRADING

Forex or Futures prices from 10p per month
30 second updates on your Windows PC Screen or
Pocket Financial Monitor call 444416
QuoteLink from SPRINTEL

Correction Notice
Nafin Finance Trust II
U.S. \$129,880,000
Floating Rate Notes due 1999
For the Interest Period 31st
March, 1994 to 30th June, 1994
the Notes will carry a Rate
of Interest of 6.35625% per
annum. The Coupon Amount
per original U.S. \$10,000 Note
will be U.S. \$134.52 payable on
30th June, 1994.
Bakers Trust
Company, London Bank

Cassell to be valued at £15m in May float

By John Bolger

Cassell, the publisher which recently bought the Victor Gollancz fiction imprint, will come to the market next month through a placing which will give the group a market capitalisation of about £15m.

The group is a publisher of dictionaries and reference books and was this imprint which was sold in 1986 by CBS, the US publisher, to a management buy-in by Mr Philip Sturrock, an experienced publisher by venture capitalists.

Mr Sturrock has lifted Cassell's sales from £3m in 1986 to £20m last year. The group is heavily geared and the group wants to be able to finance further expansion by acquisition. It said the business acquired was largely loss-making and under-exploited. Their integration had involved significant cost-savings.



Philip Sturrock: raised sales from £3m in 1986 to £20m last year

This buying spree has left the group with a heavy debt burden of at least £100m. The group, which employs 150 people, will be sold to a private equity fund, the LIE - mainly in the UK.

Gowings recovers to £251,000

Sustained growth from its leisure and food services has led to a downturn on the main side and Gowings is turning around from a restated pre-tax loss of £251,000 in 1993.

Turnover edged ahead to £52m, with profit of £24,000 - an exceptional credit of £24,000 - mainly a surplus on disposal of fixed assets.

Earnings per share were 2.29p (1.4p losses) and the final dividend is an unchanged 1p for a same-gain total of 3p.

Motor division profits fell to £1.1m (£406,000) as a result of lower manufacturer's discount and incentives and £99,000 of redundancy costs. The leisure side, however, lifted profits from £293,000 to £522,000, with results from the Burger King restaurant and an improvement at Park House.

The company said trading for the last quarter of 1993 was markedly better. This trend had been maintained in the first quarter of this year, with both the motor and leisure divisions showing an improvement over last year.

Ugland Intl makes £1.5m acquisition

Ugland International has acquired Gerrards Rederi, the holding company of a ship owning and management group, for £2.25m (£1.51m) net. Mr Andrew Ugland and family, 66.67 per cent interest in Gerrards.

Capel hits out at analysts over recovery prospects

By David Wighton

Analysts are underestimating the return for profits recovery in UK industrial companies over the next two years, according to research from James Capel.

The stockbroker's market strategy team argues that analysts, including its own, are being too cautious about prospects for the growth and margins and concludes that cyclical recovery stocks are still cheap.

The report, entitled A Profit Pathology, says there is "substantial scope for an earnings surprise in UK industrial stocks". It points to experience in the US, where corporate earnings have been on average 3 per cent better than expected over the past year.

Aggregate projections from Capel's sector analysts forecast earnings per share growth of 19 per cent in 1994 and 13 per cent in 1995.

Capel believes that companies have become more "operationally geared" over the last decade, judging by the sharp rise in capital/labour ratios. This should mean that changes in turnover will have a greater impact on profits.

The upward trend had continued into the current year with sales in February and March some 15 per cent ahead of 1993's figures.

Increased charges were to £1.26m (£1.68m). Earnings per share emerged at 5.11p (0.12p) and the single dividend is stepped up from 1p to 1.1p.

By the year-end, borrowings had been reduced by £1.1m with gearing standing at 100 per cent.

Unipart climbs to record £24.9m

By John Griffiths

Unipart, the motor components and accessories manufacturer and distributor, made record profits for the 1993 financial year in 1993.

Pre-tax profits of £24.9m for the year to December 31 were 26 per cent higher than the previous £19.2m, on turnover up 8 per cent at £714.1m (£674.1m).

The increase was achieved against a background of slow recovery by the UK motor industry from its steepest recession on record and a 15 per cent slump in vehicle demand in continental Europe.

The performance was claimed by Mr John Neill, executive, to vindicate "the long-term view" which he has maintained since taking over the business in 1987.

The company is 60 per cent owned by management and employees, 20 per cent by institutional investors and 20 per cent by Rover.

Mr Neill said he did not expect Unipart's own performance to be affected in the short term by BMW's takeover of Rover and Honda's initially hostile reaction to it.

Rover and Honda account for the main portion of Unipart's components manufacturing business, but Honda has indicated that existing contracts with Rover will be honoured and in the meantime, is continuing to expand its own car-making operations at Swindon, Wiltshire.

Mr Neill would not comment on longer-term implications of the takeover for Unipart.

However, it is likely to be a beneficiary of the expansion of production of Rover, which BMW has already hinted.

At least one other leading German manufacturer understood that it had made approaches about possible component supplies.

Mr Neill said he hoped for a further rise in profitability in 1994.

Regal Hotel back in the black

Regal Hotel Group, the acquisitive operator of 3-star provincial hotels, returned to profit in the year to January 2, aided by the deconsolidation of its Bramhope offshoot.

Pre-tax profits of £11.2m included an exceptional credit of £1.2m related to Bramhope. This resulted from the subsidiary being controlled by the Royal Bank of Scotland and representing assets that were part of Regal prior to its realisation in December 1992.

Turnover in the period under review amounted to £25.5m.

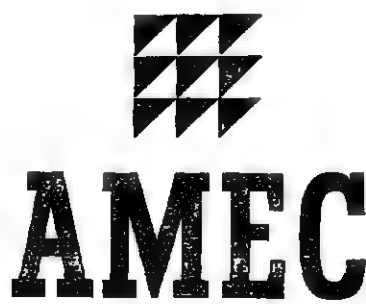
The year to December 27 1993 followed a £500,000 loss (revised under 1993) on sales of £25.5m.

The group acquired three hotels last year and a further three have been purchased - one conditionally - so far this year. This means that its portfolio now comprises eight hotels, of which six are owned and two leased.

The company, traded on the LSE, said that its operating results from continuing operations of £11.2m - excluding exceptional redundancy costs of £49,000 - is in line with its expectations. It attributed to the head office overhead being in place before the build up of the hotel portfolio.

It intends to accelerate its acquisition programme this year while maintaining its focus on the commercially-driven provincial hotel market and a modest level of gearing.

Mr Neill noted that a steady improvement had been experienced in trading conditions since the last quarter of 1993.



KEY ASPECTS

- Strong financial position.
- Resilient performance from core engineering and construction operations.
- Return to profits in housing.
- Order book improving.
- Potential for substantial recovery.

AMEC'S AREAS OF OPERATION INCLUDE BUILDING AND CIVIL ENGINEERING, MECHANICAL AND ELECTRICAL ENGINEERING, HOUSING AND DEVELOPMENT.

1993 Financial Results

AMEC P.L.C., THE INTERNATIONAL ENGINEERING, CONSTRUCTION AND DEVELOPMENT GROUP REPORTS ON 1993

	YEAR ENDED 31 DECEMBER 1993 £ MILLION	YEAR ENDED 31 DECEMBER 1992 £ MILLION
TURNOVER	2,184.2	2,121.2
PROFIT (LOSS) BEFORE GOODWILL WRITE-OFF AND INTEREST	24.6	(91.0)
PROFIT (LOSS) BEFORE TAXATION	21.0	(88.2)
PROFIT (LOSS) AFTER TAXATION	18.5	(78.4)
EARNINGS (LOSS) PER ORDINARY SHARE		
UNDILUTED	1.6p	(44.5p)
DILUTED	6.6p	(25.4p)
DIVIDENDS PER ORDINARY SHARE	3.0p	3.0p

The recommended final dividend of 1.5p per share will be paid on 1 July 1994 to ordinary shareholders on the register as at 1 May 1994.

The 1993 annual report and accounts will be published on 12 May 1994. To obtain a copy please contact: AMEC P.L.C., Sandway House, Hartford, Northwich, Cheshire CW8 2YU. Telephone: (0606) 883885. 7 Baker Street, London W1M 1AB. Telephone: 071 24 6664.

EUROPEAN SMALLER COMPANIES FUND SICAV

L-2132 LUXEMBOURG/AVENUE MARIE-TERESE
R.C. LUXEMBOURG No. B 20.093

Shareholders are hereby convened to the Annual General Meeting which will be held on April 26, 1994 at 03.00 pm in the registered office, with the following agenda:

- Submission of the reports of the Directors and of the Authorized Independent Auditor;
- Approval of the balance sheet and the profit and loss account for the year ended 31st December 1993;
- Discharge of the Directors in respect of their duties during the year ended 31st December 1993;
- Re-election of the Authorized Independent Auditor for the year 1994;
- Miscellaneous.

The shareholders are advised that a quorum for the meeting is required and that the decisions will be taken by the majority of the shareholders present or represented at the Meeting. Each shareholder is entitled to one vote. A shareholder may vote by proxy.

By order of the Board of Directors

THE 'SHELL' TRANSPORT AND TRADING COMPANY, Public Limited Company

SHARE WARRANTS TO BEARER - FINAL DIVIDEND 1993

With reference to the notice of Final Dividend dated 24th February 1994, please note that Lloyds Bank, Registrars, Issue Section, have now vacated their offices at 71 Queen Street, London EC4N 6EE. The Company's new address is:

Ground Floor
PO Box 1000
Antillon House
71 Queen Street
London EC4N 1SL

THE 'SHELL' TRANSPORT AND TRADING COMPANY
Public Limited Company per pro LLOYDS BANK PLC
REGISTRAR



مكتبة الامم

COMPANY NEWS: UK

Invesco shows sharp increase to £33.4m

By Bethan Hutton

Invesco, the international fund management group, reported sharply improved profits after a year of worldwide restructuring and negative publicity in the UK.

Pre-tax profits for the year to end-December were £33.4m, against £12.8m last time, and were struck after exceptional costs of £2m - down from £16.6m in 1992. Income for the year was £35.4m, up from £17.2m.

Profitability in the US division, the North American region, profit of £41.7m, while the Pacific region incurred a £11.1m loss. The European division, including the UK, made an initial profit of £10.8m but exceptional items turned it into a £10.8m loss.

The exceptional items resulted from an £11.5m out of court settlement of a legal dispute with Mirror Group pension scheme and a £2m write-off of computer software costs.

They were offset by several positive items, including the sale of investments in US Industries and Second Consolidated Trust, which contributed £1.1m and £1.1m respectively.

Mr Charles Brady, chairman, described 1993 as a "confused" year, and said that while 1994 would be better, the group would not reach its full potential until 1995 or beyond.



Charles Brady flanked by Norman Aldrich, chief executive officer (left), and Hubert Harris, chief finance officer

Administrative reorganisations and withdrawal from areas other than the core business of fund management will continue this year, and more job losses are likely in the UK. A consolidation of unit trusts is also planned.

Funds under management at the year-end were £45bn, up from £40bn at the end of 1992.

The proportion of funds from US sources grew to 80 per cent, from 78 per cent, while European funds fell from 16 per cent to 15 per cent, with the balance from the Pacific region.

Earnings per share emerged at 10p (2.5p), and the total dividend is raised 0.5p to 3.5p via a final of 2.5p.

Metals foray benefits Middlesex

By Peggy Hollinger

Holdings yesterday announced a return to the black in the operating level in its first results since entering the metals trading business in the former Soviet Union.

The former Ferromet, which is owned by Mr Phil Edwards, of Middlesex and England cricketer, reported operating profits of £158,000 in 1993, against a loss of £1.1m, on sharply lower sales of £2.2m (£7.54m).

The success of an exceptional sale from disposals in 1993 resulted in a sharp fall in pre-tax profits from £7.85m to £155,000.

Earnings per share fell from 2.71p to 0.03p and, as previously, there is no dividend. The improvement was due to a £1.1m trading contribution from metal trading businesses formerly owned by Mr Masoud Alikhani, the Iranian-born businessman.

These companies were injected into Middlesex as part of a capital restructuring and £754,725 rights issue. Mr Alikhani was appointed chief executive at the same time.

Following the restructuring, 92.9 per cent of Middlesex is held by Mr Alikhani, his family, and a group of seven Russian investors.

Mr Alikhani says he intends to exploit the lack of financial infrastructure in the former Soviet Union where many local companies unable to transact business in neighbouring republics.

Middlesex currently buys raw materials to supply to smelters, which then pay the company in the finished product. The group is also involved in oil trading.

Middlesex intends to expand in the CIS and has recently appointed Mr Alexander Vladislavov, vice-president of Russia's equivalent of the CBI, as an executive director.

Mr Alikhani has warranted to bring trading profits of £1m (£800,000) into Ferromet.

This had already been achieved since the takeover was injected, he said.

Brammer edges ahead to £8.3m

By David Blackwell

Brammer, the industrial services group, reported a marginal increase in pre-tax profits from £8.22m in 1992 to £8.3m in 1993.

The latest figure was struck after a £900,000 loss on the disposal in November of Master Pumps Equipment, the US subsidiary, and the return of a £1.2m charge in 1991.

At the operating level profits were down from £11.1m in 1992 to £10.4m. Total turnover was £111m to £141m, mainly reflecting the first full year of the new Service, the French bearings business acquired in 1992.

"The underlying business showed a very strong operating performance," said Mr Robert Moulton-Jones, chief executive. The first quarter this year had a 10 per cent improvement over the first quarter of 1993. "Should the trend continue we will have a strong 1994."

Brammer's business is a 10 per cent share of all bearings and power transmission products, in which it is a market leader in the UK and France, and 19 per cent rental of test equipment.

BSL, the power transmission business in the UK, increased its market share, lifting sales by 5.4 per cent and profits by almost 15 per cent. Rollment sales were down 3.3 per cent, but the French market overall was 15 per cent down. Mr Moulton-Jones said. He wants to push the French market share ahead to a similar level.

to that of BSL - more than 35 per cent.

Group operating profits in the UK rose from £7.92m to £10.5m on turnover of £97.4m (£91.4m). Continental European operating loss of £233,000 on turnover of £36.4m, compared with profits of £172,000 on turnover of £25.1m.

The rental division, which specialises in testing equipment, had operating profits of £1.1m on turnover of £22.7m. The group had a 10 per cent increase in its business by switching to the data communications business.

Just 1 per cent of turnover. But borrowings fell from £2.1m to £2.1m, helped by a 10 per cent placing in September. Gearing at the year end was 6 per cent.

Earnings were unchanged at 13.3p, and a same-again final dividend of 8.5p is proposed, maintaining the total at 13p.

COMMENT

Brammer has survived the recession with an unbroken run of 13p dividends for the past 10 years. The yield of more than 5 per cent is itself a good enough reason for holding on to the shares. Profits of £11m this year put the group on a prospective multiple of almost 19. The main business of transmission distribution is strong, and at last the rentals business is beginning to make some money. Worth a look if you believe there is a growth story in sight.

UniChem returns to the acquisition trail

UniChem, the pharmaceutical wholesaler and chemist retailer, is paying £9.2m for Hall Forster, a wholesaler in Newcastle upon Tyne, and Galen, a chain of 10 pharmacies in the Midlands, writes David Wighton.

Hall Forster made a pre-tax profit of £226,000 before directors' emoluments of £184,000 in the year to March 31 1993, on gross sales of £24.7m.

It is the second regional acquisition acquired by UniChem in the past six months. In December, it paid £3.8m for the Alliance.

The 10 Galen pharmacies will increase the number of outlets in UniChem's Moss chain to 282.

The group is also acquiring Eldon Laboratories, a small manufacturer of bespoke medicines.

NOTICE OF NOTEHOLDERS' MEETING HYOSUNG (AMERICA), INC.

US\$50,000,000 Guaranteed Floating Rate Notes due 1996

Hyosung (America), Inc. (the "Issuer") hereby gives notice to the holders of the US\$50,000,000 Guaranteed Floating Rate Notes (the "Notes") (each a "Noteholder") and together the "Noteholders") that a meeting of the Noteholders will be convened pursuant to Condition 13 of the Terms and Conditions of the Notes at the offices of KEB International Limited at Guldshall House, 81-87 Gresham Street, London EC2V 7EB (which place has for this purpose been approved by KIB Asia Limited (the "Fiscal Agent")) on 8th May 1994 at 11 pm (London time) in order to consider and vote upon the following extraordinary resolutions proposed by the Issuer:

(a) THAT the Terms and Conditions of the Notes be and they are hereby modified by deleting the words "falling in July 1994 or in July 1995" and replacing the same with the words "falling in July 1995" in Condition 5(e); and

(b) THAT in consideration of the variation of the Terms and Conditions of the Notes as specified above the Issuer shall pay to the Noteholders on 19th July 1994 a fee of 0.15 per cent of the principal amount of Notes held by such Noteholder.

Terms used in the Terms and Conditions of the Notes bear the same meaning in this notice. The provisions governing the convening and holding of the meeting are set out in the Fifth Schedule to the Fiscal Agency Agreement, a copy of which is available for inspection at the specified office of the Fiscal Agent and at the offices of KEB International Limited at the address specified above. Only bearers of voting rights and proxies named in a block voting instruction may vote at the meeting.

If a Noteholder wishes to vote in person, he must deposit his Note(s) with a Paying Agent no later than 48 hours before the scheduled time of the meeting. The Paying Agent will then issue a voting certificate in favour of such Noteholder.

If a Noteholder wishes a Paying Agent to appoint a proxy to vote on his behalf at the meeting, he must deposit his Note(s) with a Paying Agent no later than 48 hours before the scheduled time of the meeting, specifying whether the vote(s) on such Note(s) should be for or against the resolution. Such Paying Agent will then issue a block voting instruction to a proxy of its choice, instructing such proxy to cast such vote(s) in the specified manner.

Accountholders of Euroclear and Cedei to whom the Notes are entered in the relevant clearing system (excluding Euroclear and Cedei themselves) should notify the relevant clearing system how the votes attributable to such Notes should be cast in time for the relevant clearing system to inform a Paying Agent no later than 48 hours before the scheduled time for the meeting of the number of votes to be cast for and against the resolution.

Any Noteholder wishing to exercise the put option on 19th July 1994 is asked to contact H & Lee, K & Kim or W Kim of KEB International Limited on London +44 71 798 3171 who will bid to buy the notes on behalf of the Issuer up to 20th April 1994.

This notice is governed by, and shall be construed in accordance with, English law.

Fiscal Agent
KIB Asia Limited
Suite 2101/3,
Two Exchange Square
8 Connaught Place,
Central Hong Kong

Development Securities buys portfolio of London properties

By Simon Davies

Development Securities, the revamped Clayton Properties headed by Mr Martin Landan, the property entrepreneur, has acquired a £25m portfolio of primarily office properties.

The company, which will assume £25m of debt with the portfolio, is raising £19.3m through a placement to partly fund the £25m net purchase price.

Since Mr Landan joined the board of Development Securities last June, the company has issued £50m of new shares and built up net assets of £25m following this latest transaction.

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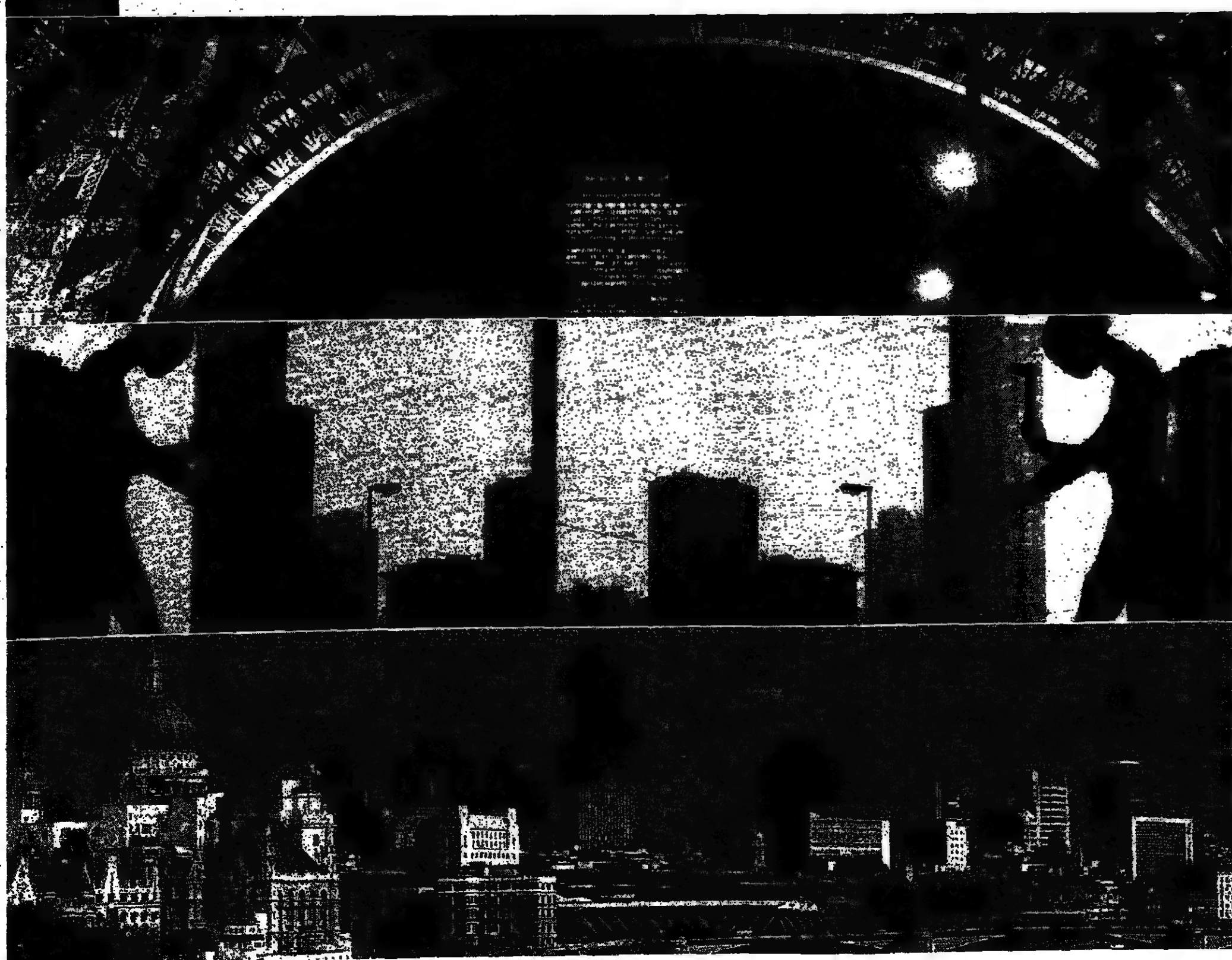
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COMMODITIES AND AGRICULTURE

London coffee futures surge to fresh highs

By Deborah Hargreaves

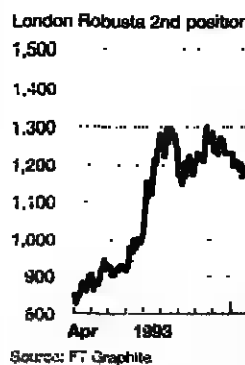
Coffee prices reached a new high point yesterday as July futures on the London Commodity Exchange soared to a new high of \$1,440 a tonne, close to \$1,440 a tonne in the past week.

Fund buying continued to push up the price yesterday, but trade and roaster buyers were also active in the market. Rumours that the Ivory Coast was about to halt coffee and cocoa exports unless shippers paid a back-dated export tax also helped to fuel the market.

A report on levels of coffee stocks by E.D. & F. Man, a London trading house, helped to underpin prices. The report concluded that stocks of robusta coffee held by consumers had dropped to uncomfortably low levels.

The broker estimated that

Coffee



stocks of coffee in consumers' hands had fallen to 16.9m bags at the end of February, 3.3m bags below from the level a year earlier.

The fall in stocks underlines the need for the producers' retention scheme whereby exporters withhold up to 10 per cent of supplies from the export market. This has helped to

in October last year with the aim of eroding the consumer stocks that were hanging over the market.

But crop problems in producing countries have probably led to more fuel for coffee shortages. In Indonesia heavy rains have delayed shipments and in Brazil, the overall size of the crop is expected to be about 10 per cent up slightly last year at 7m bags.

However, the Ivory Coast crop is believed to be much lower than last year at between 1.5 and 2.5m bags, compared with 3m bags.

Soaring prices in the market have led to speculative interest, which traders believe could switch quickly to another market once prices begin to fall, exacerbating any downturn. "At some point the bubble will burst and it could be quite ugly," one trader commented.

China aims to revive gold mining

By Our Beijing Staff

China plans to spend Yn1.66bn (US\$190m) this year in an effort to revive its struggling gold mines, which have been starved of new investment because of the low purchase price.

"The money will help improve working conditions of the gold mines and upgrade technology," said Mr. Xiao Zhi, head of China's Gold Bureau.

He was speaking after a national gold conference in Beijing, at which broadening reforms of the gold-mining sector, including providing new regulations to attract foreign investment, were discussed.

China's Gold Bureau, under the Ministry of Metallurgical Industries, has presented a draft law to State Council, China's cabinet, aimed at facilitating foreign investment.

The People's Bank of China, the country's central bank, which has a monopoly of gold purchasing, has a 75 per cent decline in its gold acquisitions last year as a result of a 7.5 per cent increase in production nationally.

A new official purchase price for many hard-pressed mines has been set at 100 yuan per gram, but the prospect of being unable to pay workers and sustain production led to the black market.

In latter part of 1993 following an increase in the official purchase price to 100 yuan per gram, the black market price represented a discount of about 10 per cent to the international price.

Venezuela has between \$100bn and \$140bn worth of gold reserves in the southern part of the country, according to Mr. Francisco Layrisse, a cabinet minister and president of the state-owned Corporación Venezolana de Guayana.

"We have regions where we have 100 tonnes per tonne, while South Africa is today extracting between two and three ounces," he told the daily *Economía Hoy*.

Sugar-beet to displace grain in Portugal

By Peter Wise in Lisbon

Portugal is to make an important shift away from cereals to beet cultivation following government approval for an Es15bn (\$87.7m) Italian-managed sugar refinery that will supply more than 20 per cent of the country's sugar consumption.

The project involves replacing wheat and maize cultivation in central and southern Portugal with 10,000 hectares of sugar-beet to supply the refinery with 200,000 tonnes a year, enough to produce about 60,000 tonnes of sugar.

Portugal is present has only 10,000 hectares of experimental beet sugar crops.

"Beet sugar has already proved profitable than cereals for Portugal and the difference will be even greater when our European Union subsidies for cereals are withdrawn in 2001," said Mr. Diogo, director of the refinery.

Portugal produces 100,000 tonnes of sugar a year, produced by the refinery from imported sugar-cane. The refinery will now fulfil a 60,000-tonne beet sugar production quota awarded when it joined the EU in 1986. Talks are under way in Brussels on whether this beet sugar quota will be added to or subtracted from Portugal's cane sugar production quota.

Societa Fondiaria Industriale Romagnola (SIFIR), an Italian sugar company, owns 60 per cent of Dai-Sociedade de Investimentos Agro-Industriais, the refinery investing in the refinery. SIFIR is of Portugal and Tate and Lyle of the UK.

rehabilitate the industry. The refinery is to receive technical and industrial assistance from Cuba, under an agreement in principle between both countries. Cuba will help finance the development of a refinery of bi-products, according to Zambezi's foreign minister who visited Cuba last week.

They said government officials had spoken at the end of the harvest of a likely yield of 1m tonnes more than last year.

The current harvest has been shortened by the government, which wants it to conclude at the end of April to allow more time for planting additional crops for future harvests, as part of efforts to

rehabilitate the industry. The refinery is to receive technical and industrial assistance from Cuba, under an agreement in principle between both countries. Cuba will help finance the development of a refinery of bi-products, according to Zambezi's foreign minister who visited Cuba last week.

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Russia seen pricing itself out of western aluminium market

By Kenneth Gooding, Mining Correspondent

Aluminium production costs in the Commonwealth of Independent States moved above those in the western world last month, according to the Anthony Bird Associates consultancy organisation.

It predicts: "In time, the Russians will price themselves out of western markets as a result of this cost explosion."

CIS costs reached just over 10 cents a pound in March compared with an average in the west of 9.7 cents a pound.

Bird estimates in its latest annual review of the aluminium industry.

In 1990 CIS costs were only 3 per cent of the western world average, by mid-1993 were still

only 10 per cent of the levels ruling in the west, "but hyperinflation in the CIS has proceeded at a faster rate than the ruble has been falling," says Bird.

It suggests that, ironically, short-term pressure on the Russian producers has been reduced by the agreement recently reached by some of the major aluminium-producing countries to cut production. This has pushed up prices just in time to help the Russian industry.

Nevertheless, Bird says that by 1995 the cost problem will be starting to restrain CIS supply to a greater extent than it has in the international market.

Under the terms of which the Russians have undertaken to reduce output

by an annual 500,000 tonnes. "We expect further falls in exports from the former socialist countries in 1994 and 1995."

Bird forecasts that, assuming exchange rates remain stable, the London Metal Exchange three-month price for aluminium will average 57.5 cents a pound this year and rise steadily to an average of 58.5 cents in March 1994, money in the year 2004. This is because it predicts shortages of smelting capacity but says producers will want to keep long-term prices well above 70 cents a pound before they will be willing to invest.

Aluminium Annual Review: 1993/94, by Anthony Bird Associates, 139 Richmond Road, Kingston upon Thames, Surrey KT2 8UD, UK.

US company to develop Peruvian gas field

By Sally Bowen in Lima

The Maple Resources Corporation of Texas has signed a contract with Peru's natural gas field in the northern jungle. It is the first operations

contract signed under Peru's new hydrocarbon law, passed last August, and will involve the development of the Pucallpa refinery.

Development of the gas field will follow. Aguaytza has a 300,000 cubic metres of recoverable gas. Construction of a processing plant, pipelines and local storage facilities for liquefied petroleum gas will be required.

about 800 barrels of crude a day.

Maple is also expected to take over running the Pucallpa refinery.

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Cuba plans sales to China as harvest hopes fade

By Canute James in Kingston, Jamaica

Cuba is to sell an unspecified quantity of sugar to China this year, amid indications that the island's capital, said a figure that the Cuban government had previously expected.

The sale is part of a wider trade agreement between the two countries, under which Cuba will purchase Chinese food and medicine, according to a Cuban news agency.

Diplomats in Havana, the island's capital, said that the Cuban government was now estimating sugar production this year at "no more than 1.2m tonnes", following last year's 4.2m tonnes.

EU banana deal rejected

By Deborah Hargreaves

Six Latin American banana exporting countries have rejected a recent deal between the European Union, which ended a long-running dispute over access to the European market.

At a meeting in Ecuador, the banana exporting countries of Ecuador, Guatemala, Honduras, Panama, Mexico and the Dominican Republic rejected last week's agreement with the European Commission to increase the Latin American quota to 2.1m tonnes a year from 2m tonnes.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Antwerp/London Trading)

ALUMINIUM, 99.7 PURITY (% per tonne)	Close	High	Low	Open
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8

PRECIOUS METALS

LONDON METAL EXCHANGE

(Prices from Antwerp/London Trading)

ALUMINIUM, 99.7 PURITY (% per tonne)	Close	High	Low	Open
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8
1275-8	1275-8	1275-8	1275-8	1275-8

PRECIOUS METALS continued

GOLD COMEX (100 Troy oz; \$/troy oz)

Close	High	Low	Open
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9

PRECIOUS METALS continued

GOLD COMEX (100 Troy oz; \$/troy oz)

Close	High	Low	Open
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9
362.9	362.9	362.9	362.9

GRAINS AND OIL SEEDS

WHEAT LCE (\$/cwt)

Close	High	Low	Open
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111

GRAINS AND OIL SEEDS

WHEAT LCE (\$/cwt)

Close	High	Low	Open
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111
111	111	111	111

SOFTS

COCOA LCE (\$/cwt)

Close	High	Low	Open
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91

SOFTS

COCOA LCE (\$/cwt)

Close	High	Low	Open
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91
91	91	91	91

MEAT AND LIVESTOCK

LIVE CATTLE CME (\$/cwt)

Close	High	Low	Open
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75

MEAT AND LIVESTOCK

LIVE CATTLE CME (\$/cwt)

Close	High	Low	Open
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75
74.75	74.75	74.75	74.75

CROSSWORD

No.8,423 by DANTE

1	Artist's name (8)	11	Good route for a long-distance driver (7)
2	Let's be brought forward (8)	12	Reaction (7)
3	Sorry for sounding like an	13	Area in which great fear holds it your head (8)
4	Job in one lady (6)	14	One Nebuchadnezzar fired settled (8)
5	See 12	15	Something in a sound found or another poet (7)
6	New calculating rules for mathematicians (8,8)	16	Swallow or dove circling ancient city (7)
7	Irregular forces decoration (8)	17	French physicist (8) rise (5)
8	He's very stupid (10) continue (4)	18	One outside hospital need (8,4)
9	Impressive result of adding hundreds of dollars (8,5)	19	PERILOUS SPANNS
10	Union negotiator (10)	20	UNDERSTAND STORED
21	Yard square measure (4)	21	UNDERSTAND STORED
22	They're very fast but may be shot (6)	22	UNDERSTAND STORED
23	Star strikes a pose (8)	23	UNDERSTAND STORED
24	Way in for transport (8)	24	UNDERSTAND STORED
25	Two companies joining together (8) a silk product (8)	25	UNDERSTAND STORED
26	Sadly they lack an answer (8)	26	UNDERSTAND STORED
27	It's built as an ocean container (6)	27	UNDERSTAND STORED

JOTTER PAD

No.8,423 by DANTE

1	Artist's name (8)	11	Good route for a long-distance driver (7)
2	Let's be brought forward (8)	12	Reaction (7)
3	Sorry for sounding like an	13	Area in which great fear holds it your head (8)
4	Job in one lady (6)	14	One Nebuchadnezzar fired settled (8)

FINANCIAL TIMES SURVEY

EAST KENT

Friday April 8 1994

■ Strong potential of the region's business parks: PAGE III

■ East Kent Initiative achieves ■ key objective: see report, PAGE II

Opportunities have been created to make East Kent one of the most promising business locations in the UK. Bold plans are now under way to attract further investment and jobs, as Richard Evans reports here

A move in the right direction

It has taken a long time for East Kent to get the economic needs are more akin to those of the midlands and north of England than to the rest of the traditionally affluent south-east - but a good start has been made.

The granting last summer of assisted area status for most of the coastal strip of North and East Kent was a considerable achievement which should help to attract investment and jobs. It marked a recognition by the government that the area has specific problems that need urgent attention.

The problems stem from many complex factors - a decline in traditional jobs such as agriculture, engineering and coal mining, changes in the pattern of tourism in the coastal resorts, the impact of the single European market on ports like Dover, and the rationalisation of cross channel ferry services to compete with the channel tunnel.

A study in the late 1980s on the likely impact of the tunnel showed that these structural and cyclical changes could

announced the curtailment of the Sheerness to Vlissingen, Holland, service which is expected to lead directly and indirectly to the loss of several hundred jobs.

Having secured government help, the next move by local authorities, Kent Training and Enterprise Council, and private companies under the EKI umbrella, is to capitalise on it.

The strategy is two-fold - to seek more infrastructure improvements and to make sure there are suitable sites prepared for potential inward investors.

A number of infrastructure projects have already been made to improve access to the more peripheral areas. The M20 motorway has been completed to Folkestone and Dover and the tortuous Thanet Way linking Ramsgate and Margate with the M2 is becoming dual carriageway.

The next crucial improvements are better rail services and stock on the notorious north Kent line, and better access from the M2 to the Isle of Sheppey and Sheerness.

A new crossing is not due to be started until 1997, even though the only access at present is via a swing bridge which stops traffic for five minutes in every hour.

The full impact of the channel tunnel on the local economy remains unclear. Recent estimates suggest it could take 35 to 40 per cent of passenger traffic and up to 20 per cent of the freight market when it is fully operational.

It will obviously continue to affect the ferries, but they remain bullish about their future provided they can retain competitiveness. For the rest of the East Kent economy, much will depend on the imminent decision on where to route the Ashford section of the high speed rail link from the tunnel to London. There are three options, two of which would go through the town and the 280m international passenger station now being built. The third would loop to the north, leaving only a spur line into the town.

Local authorities and the East Kent business community argue it is essential that the line should go through Ashford so that the town can fulfil its role as a centre of expansion for the whole area.

Without the full use of the station they fear that parts of the area would remain too peripheral and that the potential benefits of the tunnel

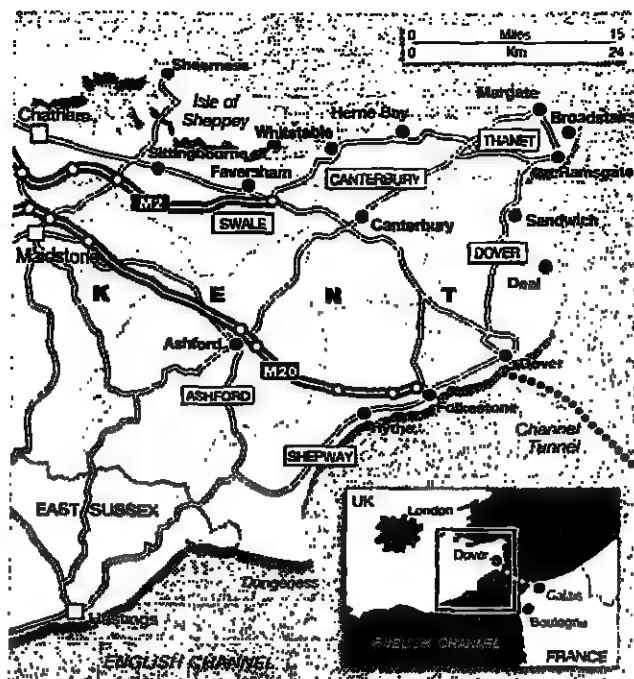
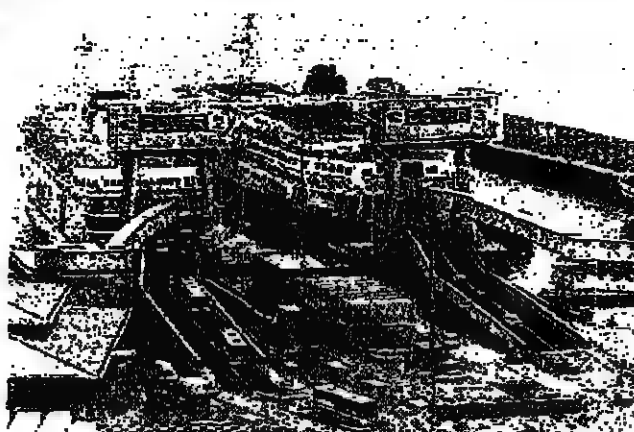
Planners are making sure there are suitable sites prepared for more inward investors

would be lost. Ashford is the only part of East Kent that has fledged development sites and business parks ready for early occupancy, and this is seen as a top priority for the rest of the area.

A number of promising sites have been designated, including White Cliffs at Dover, Kent International at Manston in Thanet and Cheriton Park at Folkestone but more infrastructure and access work needs to be done before they become fully operational.

Mr Ken Welsh, seconded from Dover district council as the EKI's inward investment manager, says: "The keys to the future are inward investment and marketing. We have many natural advantages as the closest part of the UK to the continent and as a pleasant environment, and now we have the grants, but we have to get our flagship business parks opened up so that we can welcome new jobs."

Mr Martin Hemingway, just returned to Eurotunnel after running EKI since its launch in late 1991, sums up the general feeling: "We have got to the point where opportunities have been created to make East Kent one of the most exciting business locations in the UK. The next stage is to take advantage of those opportunities."



Pictured, top left: a Channel tunnel train - the rail route is crucial to the development of the market town of Ashford; see Page II.
Top right: Dover Harbour, Eastern Docks - the cross-channel ferry companies in combative mood are now concentrating on new, higher quality services, see Page III.
Boats, lower left, moored at Ramsgate Harbour.
Crowds, lower right, throng the picturesque High Street at Canterbury, the Cathedral city and university centre.



"IN MY OPINION, EAST KENT IS NOW ONE OF THE MOST EXCITING EUROPEAN BUSINESS LOCATIONS ON EITHER SIDE OF THE CHANNEL."

Alastair Morton, Chairman of East Kent Initiative

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Fact: It's also a great location for tackling the world's biggest business opportunity - the Single European Market.

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There are some 70 internationally owned

companies in Kent and a large number of local businesses, all taking advantage of a highly strategic location. Successful companies like Pfizer Pharmaceuticals, Sericol, Abbott Laboratories, Smiths Industries and Unilever all have a home here.

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brings you closer to the action

East Kent Enterprise Office, Waterloo Crescent, Dover, Kent CT16 1LA
Tel: (0304) 202060 Fax: (0304) 202064

EAST KENT II

EAST KENT INITIATIVE

More inward investment sought

The first key objective of the East Kent Initiative has been achieved with the granting of assisted area status to the region's problems, but this does not guarantee recovery. Much more work must be done and the initiative is now concentrating on attracting inward investment.

"The important point is that people now know where we are. We are getting many inquiries and we must convert these into jobs," says Mr Martin Hemingway, general manager of the EKI and its launch at the end of 1991.

However, Mr Hemingway, returning to Eurotunnel after his two-year secondment, says that the government grants, while welcome, are "nothing to change the underlying problems."

"The structural difficulties remain - insufficient strength in manufacturing and the major employment areas like the cross-channel ferries, the services and mining are in decline or employ fewer people. It is these long-term problems that we have to combat."

The EKI, a partnership of Whitehall, government and the private sector, established to counter these long-term employment problems, exacerbated by the introduction of the single European market, is construction of the channel tunnel. A study in the late 1980s showed there could be a shortfall of 4,000 jobs by

the year 2000 if no action was taken. The idea was that a powerful umbrella organisation would be set up to hammer home the need for action and support than individual organisations and local authorities fighting the same battles but separately.

Core funding comes from four main sources: British Telecom, Dover Harbour Board, Eurotunnel and P. European Ferries, whose contributions are matched by the Department of Employment.

Other contributors are Kent county council, Kent training and enterprise council, and the local authorities in Kent, Ashford, Canterbury, Dover, Sheppey, and Thanet. The chairman of the EKI is Sir Alastair Morton, chairman of Eurotunnel.

One of the member organisations has provided personnel, and funding for individual projects has been received from a variety of private and public sources including the European Social Fund. The newly-appointed general manager is Mr

Ian Gill, former chief executive of Thanet district council, the only local authority in East Kent to have secured full development area status.

The role of the EKI has been to stimulate and regenerate the rundown local economy, partly by self-help and partly by persuading Whitehall that the job could not be done without outside aid.

The success in achieving assisted area status came from persuading ministers and senior civil servants that some areas in the historically prosperous south-east deserved help as much as economic black-spots in the Midlands and north.

Assisted area status is not seen as a panacea but as help that will tip the balance in favour of a faster recovery and a more secure future. The main objectives now are to encourage the completion of key development sites to enable new jobs to be created, and to ensure that further improvements are made to East Kent's transport infrastructure.

The EKI has been organised into five action groups - inward investment and

promotion; infrastructure and site development; business development and training; business development and training; and tourism. Each has its own co-ordinator and a small core staff in the Dover headquarters.

Many improvements have already been made in the region's infrastructure, including completion of the M20 motorway to Folkestone and Dover, but more needs to be done.

Thanet, the district with the highest unemployment levels that covers Margate, Ramsgate and Broadstairs, is still too isolated, but access will be easier when dual carriageway improvements to the Thanet Way are completed and new housing and rolling stock is introduced on the notorious north Kent commuter railway.

The most intransigent employment problems in Swale are centred on the Isle of Sheppey, which despite the potential for growth at the deep water port of Sheerness, has a depressed local economy and is handicapped by having only one crossing

to and from the mainland, a swing bridge that disrupts traffic for five minutes in every hour.

The other big problem facing the EKI is its battle to attract inward investors to the lack of available premises. Half a dozen potentially excellent industrial parks have been earmarked for development, including Kent International adjacent to the airport at Manston in Thanet, White Cliffs in Dover, Cheriton Park near Folkestone and Eurolink in Sittingbourne, but they need substantial infrastructure improvements including better access.

This work is seen as a top priority by Mr Ken Welsh, EKI's inward investment manager - "we have got to get our industrial parks opened up as fast as possible, otherwise there is a danger that potential jobs will go elsewhere."

Talks are taking place with English Partnerships, the government development agency, to get work on the parks started soon. The only town in the area with industrial parks ready for use is Ashford, designated by the

county council as an area for growth, but take-off here awaits a decision on routing the channel high speed rail link through or around Ashford and its international passenger station.

Mr Welsh and his colleagues are targeting six sectors of industry and areas that would be suitable for East Kent and the available workforce - food processing, construction materials, medical products, paper and packaging, high technology including ceramics, and business services.

"What we badly need is a flagship project of high quality where we can show what we can do in the company's satisfaction. This would act as a catalyst for others," he says.

One of the area's problems has been the dearth of large companies because of the lack of a manufacturing base. Around 93 per cent of businesses employ less than 20 people, and apart from specialist employers like the ferry companies, the few large stories have been Fizer, the US-owned healthcare company which employs 2,500, including 1,200 research staff at Sandwich; Portex, the medical products company based at Hythe and Folkestone; Knauf, the building materials producer near Sittingbourne; and Sericol, the industrial inks specialist, Broadstairs.

Richard Evans

EDUCATION AND TRAINING

Striking the right balance

The balance in traditional industries and the need to attract inward investment has led to the introduction of a training provisions for industry and management throughout Kent, writes Richard Evans.

The need is particularly acute because dependence on industries and services like coal mining, tourism and cross channel ferries has led to a dearth of up to date skills in the area.

Although there is a recognised, a difficult balance is having to be struck on how to use the limited budget to improve skills and putting maximum resources towards improving the infrastructure in order to attract more jobs.

Mr Ken Welsh, inward investment manager at the East Kent Initiative, appreciates the dilemma some firms face - "we see the top priority as getting business parks completed so that companies can move in straight away, while at the same time giving any help we can to improve local skills. But it is no use going overboard on training without attracting the jobs."

The decision to grant Dover, Sheppey (Sheerness and Sittingbourne) intermediate area status and Thanet (Margate, Broadstairs and Ramsgate) full development area status should mean more money available for skills training, both from UK and European Union sources.

In addition, increasing use is being made of the facilities available at Kent University, based in Canterbury, and other higher education colleges, and a management training programmes being introduced by the recently launched Kent Chamber of Commerce and Industry.

Unemployment in East Kent is 10.7 per cent, but this includes travel in work areas of relative growth like Ashford and Canterbury. There are areas with chronic unemployment problems like Thanet (16.8 per cent) and among the worst black-spots in the country, and Sittingbourne with 14.7 per cent, though the level is much higher in parts of the Isle of Sheppey.

Folkestone's level is 13.4 per cent and Dover 13.1 per cent, but both are expected to be reduced as the channel tunnel comes into operation and the ferry companies relocate to compete.

Kent Training and Enterprise Council, a non-profit making partnership between business and local and central government to stimulate growth and to expand the pool of available skills, has launched two initiatives.

The training for skills and the training credits programmes target for special school leavers and the long-term unemployed, offering both training and job placement.

Training for work provides people out of a job for more

Kent University adds £100m and 3,360 jobs to the region's economy

than six months with vocational training and work placements, and individually tailored packages are provided. Training credits allow 16 and 17 year olds leaving school to claim up to 6,000 worth of vocational training.

In a partnership between Kent Tec and Dover district council, engineering and technical training is available which gives grants of up to 50 per cent of costs for workers in local manufacturing companies employing fewer than 350 people. Small companies are given priority.

Kent Training Centre, also in Dover, was set up by Kent county council over five years ago to provide construction industry training. The range of courses covers bricklaying, plastering and carpentry, and there are many short courses in a range of construction skills. The centre is adapting to the changing needs of industry as qualifications move towards the training of all-rounders rather than single craft specialists.

An imaginative scheme is being launched by Kent borough council at Sheerness where the site of a former sailors' home is being converted into a 41-bed training centre for young people at a cost of 1.3m. They will be

trained either on site or elsewhere locally and will be based as a base. The scheme, based on a training plan for training hostels, should be launched by the end of the year.

An area with equally intricate though very different problems is Romney Marsh in Sheppey, where the decline in agriculture, poor communications, a low skill base, high unemployment and a high unemployment are compounded by poor access. The Kent Enterprise project, funded by the county council, Kent Tec and the rural development commission, has sought to develop training and employment opportunities, particularly for young people. Courses have included computing, languages and catering.

At a more advanced level, South Kent College with sites at Dover, Folkestone and Ashford offers a wide range of vocational training opportunities including business and management studies, engineering and construction, information technology and languages.

Kent University has developed into an important research and teaching centre. It is an acknowledged centre of excellence in biotechnology, fibre optics, medical electronics and computer networks, providing research and statistical services for industry and research, international organisations and local and central government.

As the largest employer in Canterbury, the university adds £100m and 3,360 jobs to the economy of Kent.

One of the most interesting developments at Canterbury has been the establishment in 1983 of Chaucer College within the university campus. It is an independent college owned by the Japanese Shumei educational foundation, which provides Japanese students with an education in western culture, history and politics.

The Kent Chamber of Commerce launched last autumn in an attempt to co-ordinate the efforts of a dozen small local organisations, has already becoming the third largest chamber in the UK with 3,000 members in membership, 17 staff and a growing range of training courses, many specifically tailored to local needs.



Ian Gill, general manager of East Kent Initiative, and formerly chief executive of Thanet District Council



Optimistic Ken Welsh, inward investment manager, East Kent Enterprise, part of the East Kent Initiative

ASHFORD

Poised for take-off

Civic leaders and the business community of Ashford have found a common cause in the town, well-placed in the centre of East Kent, to take full advantage of improved communications and the opening of the Channel tunnel, has been earmarked as a growth centre for years, but take-off has been disappointingly slow, writes Richard Evans.

The vision is there and much of the infrastructure has been put in place, but fresh difficulties are emerging to delay the full realisation of the ambitious plans.

Ashford, an historic market town, began to develop in the 1850s when it started to take some of London's overspill population, and growth was steady if unspectacular.

It was earmarked more specifically as a growth centre in Kent County Council's structure plan, being ideally situated to take advantage of growing trade links with Europe. The intention was that it should become a focus for inward investment that would benefit the whole of East Kent. The town's potential as a magnet for strong economic growth was further boosted by the Channel tunnel project and the decision to build an international passenger station in the town as part of the fast rail link from the tunnel at Folkestone to London.

It is here that problems continue to dog development plans. When Mr John MacGregor, transport secretary, announced the approved route for the rail link in January, there remained two areas of uncertainty. One was near the town in north Kent and

the other was around Ashford. The battle is still being fought and its outcome is regarded as crucial to the full development of Ashford as a growth centre.

There are three possible routes under discussion, central and southern routes that would go through the new station, and a more northerly one that would bypass it.

The northerly route parallel to the M20 motorway would, in the view of the town's civic leaders, be a big economic blow as it would mean a number of dispersed trains would call at the station. Most would travel straight to and from London.

Mr Ernie Mather, chief executive of Ashford Borough Council, expressed a common view: "We strongly favour a line going through the town station as it would bring greatly increased prosperity to the whole of East Kent. The northern option would mean we'd have all the environmental drawbacks of the rail link - and none of the economic benefits."

Preliminary work has already started on building the station and completion by a consortium led by John Laing is expected by the end of next year. The £20m project involved the redevelopment of the BR freight yard and the construction of new platforms and an international terminal building with parking for 1,000 cars.

If the main line goes through the station rather than a spur, the service will be known as the Kent line and will run between 10 and 15 trains a day with Kentish just two hours away and Paris slightly more. Overnight trains will also run

to Amsterdam, Cologne, Frankfurt and Dortmund. Ashford would be the only passenger stop between London and the continent.

An important infrastructure scheme is Ashford's southern orbital road which provides access to two business parks including the 115-acre Orbital development. The adjacent 114-acre Waterbrook site, owned by Eurotunnel Developments, has outline planning permission for the development of Ashford's satellite market, and for hotel and leisure uses as well as office, industrial and warehouse developments, a truck stop and extensive car parks.

The truck stop will be the only one on the M20 motorway identified for trans-shipment, warehousing and wholesale distribution. On the town's northern outskirts is the Eureka science and business park, a 135-acre site owned by Trinity College, Cambridge and aimed primarily at international companies requiring prestigious landscaped sites for research and development.

A question mark hangs over the development as the controversial northern route for the rail link would cut across a curve of the park and prevent the construction of new industrial facilities planned by the local authority. A final decision on the route is expected within weeks and it goes on the council's agenda, everything will then be in place for the long-awaited surge in growth that will make the town to fulfil its role as the catalyst for jobs throughout the East Kent area - "we are poised for take-off and we have a good reputation for getting things done," says Mr Mather.

THANET

Progress is being made

Right now signs in the London end of the Kent and East Kent motorways indicate the way to Folkestone. It is a local indication, but an important one, of the development of Thanet to put itself much more prominently on the map. It is certainly a step forward, for Thanet is one of the most run-down parts of the south-east and it is in desperate need of funds to improve its infrastructure in order to attract inward investment, writes Richard Evans.

"The problem is that many people don't know where Thanet is. We have had to set about putting that right," says a local authority official. The increased prominence being given to Ramsgate is one success indicator.

Previously, Dover was by far the most prominently advertised channel port on the map and in London, followed by Folkestone, and with Ramsgate scarcely getting a look in, despite its flourishing cross-channel ferry and jetfoil services.

It was all part of a pattern, with the Isle of Thanet as it is officially known, separated from the rest of Kent by the river Stour. The divide is more psychological than physical but the area, which includes the towns of Margate, Broadstairs and Sittingbourne as well as the port of Ramsgate, is still seen as somewhat isolated and peripheral.

It could be about to change with the successful application by Thanet for development funds, both UK and European Union sourced. Thanet is now the only assisted area with full development area status in the south-east, an indication both of the battle fought on its behalf and of the severity of the economic problems it faces.

The area has suffered steady unemployment for years, with a rate of 10.8 per cent, the sixth highest in the UK and comparable with the worst blackspots in the industrial north. The weak economy is due to the decline in tourism and manufacturing, and its remoteness from the rest of the country. There is therefore an urgent need to diversify and enhance Thanet's economy on a broad front. The problems

remain substantial but progress is being made and the potential is there.

Mr Ian Gill, former chief executive of Thanet district council and recently appointed chief executive of the East Kent Initiative, says: "The big achievement has been to gain recognition for the problems of Thanet. We are now building this success by helping to unlock the potential by unlocking funds to enable the right mix of inward investment."

Development area status means that Thanet will have access not only to national UK government funds but also to European regional development funds available for both infrastructure and training projects.

Infrastructure projects are already under way or programmed in order to end the area's relative isolation. These include upgrading its dual carriageway for its entire length the Thanet Way, the Lewes link with the M2, improving access to Ramsgate port, and improving the road from Thanet to Ashford with its projected channel rail link passenger station.

Urgent importance is placed on developing the Kent International Business Park adjacent to the joint civil and military airport at Manston in the centre of Thanet.

Thanet's biggest difficulty has been that even if inward investment interest, there are too few sites available in the immediate vicinity. The potential at Manston is considerable, and top priority is being given to improving the infrastructure with UK and EU funds so that more businesses can be attracted.

Thanet hopes to get £12m in European regional funds for the site and £20m from other sources so that work can be completed quickly. The Manston site could then provide low cost development land, immediate access to the airport with its long runway and £2m terminal building, and easy access to the port of Ramsgate three miles away.

Mr David Ralls, ex-Army officer and helicopter pilot and Thanet's new chief executive, is optimistic - "Manston's location so close to Europe and the easy availability of air and transport should make it an unbeatable combination."

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EAST KENT III

David Lawson examines the potential for the region's business parks

Crouching on the starting blocks

Satellite pictures of south-east England reveal a strange phenomenon. Two tendrils snake out of the pulsating blob of metropolitan London like some amoeba stretching to link with another life-form. A few years ago, nodules sprouted along these glinting lines but appear to have stopped growing recently.

The analogy is not far from reality. As Britain moved towards economic unity with the rest of Europe over the last decade, the M2 and M20 motorways ploughed physical connections east and south through a region traditionally left to farmers.

Developers were not far behind the earth movers, darting left and right to stake out huge claims. In an area short on large towns, business parks were created the only outlet for future growth.

More than half a dozen now cluster the southern strip from Ashford in Dover, and another handful cling to the northern fringes of east Kent. But the region has taken longer to arrive than other parts of the country.

Impressive gateways often lead off new access roads on to cleared fields, new buildings, however, are few and far between.

Two schools of thought try to explain why these giants lie sleeping. One inevitably involves the tunnel - "we are all crouched on the starting blocks," says

for it to happen," says Steven Harris, agents Conrad Rittlat, who is overseeing the 100-acre Orbital Park, one of five big schemes clustered around Ashford.

"I have inquiries for more than 1m sq ft of space and expect to get half of this scheme away as soon as they see trains going through."

Not everyone has held back. BP Travel has acquired a national distribution centre for brochures imported from the Continent. Similar regional organisations are expected to pay around £200,000 an acre or £5.50 a sq ft for buildings in future.

"Around 30 per cent of all goods coming through the tunnel will end up in the south-east," he says. And if they fill this site, Eurotunnel Developments will be the 30-acre Waterbrook Park near the road.

Others emphasise more wide-ranging reasons for the surge - and subsequent slowdown, in building - "we have suffered

the same way as other regions from the recession," says Charles Stevens of Cluttons, which revealed the weakness of tenant demand in the property market study - "delays to the tunnel opening are merely a coincidence."

That is a chord with David Lawson, who is in a unique position to assess the region. He helped build Stockley Park, the first and most successful UK development of this kind, in the economic cauldron west of London. He is now just outside Kent, running the 650-acre King's Hill development for the Kent near Maidstone.

"Kent suffered from roads and a general feeling among companies," he says, "that the Garden of Kent should be left unploughed," he says. "It is fitting from Kent."

That is why Lawson wants to create almost 3m sq ft of business and leisure space, plus up to 1,500 homes on the former airfield at West Malling. But it is

geared very much to taking advantage of office overflow paying up to £100 as ft or 350,000 an acre. Most of East Kent's parks will be distribution centres, which would probably be sprung up even without the tunnel, spawned by fast roads and closer European ties.

The effects of recession show up more clearly along the northern coast.

Mark Cunningham of Cormorant, for instance, admits he would not have expected things to be so long developing the potential 1m sq ft at Abbey Farm Business Park, Faversham, when it was planned during the boom - despite the attractive nature of the site. But he has been handed a crucial advantage through the assisted status, which will provide for an extra bridge as well as incentives for tenants.

The Wiggins Group has even more reason to celebrate, as its Kent International park near Ramsgate is getting an extra

benefit from Objective Two status granted by the European Union - "that will provide money to link the site to the fast Thanet Way, giving dual-carriage motorway links right through the M25," says Ian Lansbury, managing director.

With labour costs 10 per cent lower than south Kent and land prices around £100 an acre, the region is growing faster than some of the newer parks.

As they look to the tunnel, he is concentrating on the neighbouring airport the build-up of an air-freight distribution centre.

So the tunnel is not the sole driving force. It already has a pedigree, growing faster than the rest of the UK in the 1980s, and is expected to be back higher as the infrastructure improves.

It now has the infrastructure and the Single European Market in its favour. It actually starts from a better base than more popular with

during the boom because there is no massive overhang of empty space, according to a study by Nicola Morrison, Russell Chaplin and Jon Potter at the Cambridge University Department of Land Economy.

This points out that East Kent - particularly Ashford and Folkestone - could benefit from planning restrictions and lack of town-centre office sites elsewhere in the county. And parking requirements seem likely to push that activity onto the parks.

Overall demand will be far below that in the 1980s, however, whereas the demand for offices will be much higher right through the decade, says the study.

Manufacturing premises (between 10,000 and 15,000 sq ft) are already in short supply, particularly in Tunbridge Wells and Ashford.

Distribution seems set to hold the centre of gravity, however, and despite hundreds of acres of land for development, only a year's supply of warehousing is immediately available.

The potential for development is considerable, particularly the Channel Tunnel is integrated into the infrastructure," says the study. Ashford is once more an important part of its strategic position. It is showing shortages of premises over 25,000 sq ft, even though the region's total supply exceeds demand.

THE FERRIES FIGHT BACK

Pain amid the gain

Sightseers used to swarm out on sunny summer weekends to see giant mechanical diggers start back a giant hole into the chalk Downs behind Folkestone. For some, however, it was a view into another kind of pit, writes David Lawson.

Ferry traffic dominated the small port's economy, and what future was there if passengers disappeared into a hole in the ground before they even reached the coast?

"There was a general air of gloom in 1989 when the tunnel got the go-ahead," admits Ian Todd, information director for P&O European Ferries. "We knew that in theory it could take all our custom."

The choice was simple: at back and hope the project would fade into bankruptcy, or fight to keep a large chunk of the market.

Attack was chosen as the best form of defence. A quick hard strike through price cuts could cripple Eurotunnel in the early years when it was constrained by heavy debts. But this could not be guaranteed - and carried hidden dangers. The tunnel would be an even more formidable competitor once relieved of its debts by bankruptcy, according to Roger Vickerman, professor of regional and transport economics at the University of Kent.

So the industry opted for a campaign of cost-cutting and investment. It also brought in a new ally when Sealink, the other big operator, was taken

over by Stena of Sweden in 1991. Folkestone was an early casualty in the crossfire. Just as the tunnel terminal emerged on the edge of the town, most of the ferries deserted - "It was just too small for the new generation of super-ferries," says Brian Rees of Stena. Around 700 jobs and the spin-off from more than 1m passengers a year, disappeared. But Dover, which had lost its pre-eminence to the smaller neighbour because of the tunnel terminal, won a large consolation prize. P&O has invested more than

£200m in new ships and training while Stena Sealink spent £260m on four new ferries into the port.

Despite 200 redundancies, P&O still employs around 1,000 there and another 3,000 on the ferries - "last year we carried 8m passengers and more than 250,000 lorries on the Calais route," says Mr Todd. "This was our fourth consecutive year."

Stena's Sealink carried 6m passengers, a 10 per cent rise on 1992, and 312,000 lorries (8 per cent up) and plans 26 sailings a day in 1994 compared with 20 last year. Both carriers also run freight-only services - P&O to Zeebrugge and Stena to Dunkerque.

There has been some pain. P&O closed its Boulogne service while a partnership with Ostend Lines ended last year.

Dover's gain as Sally, the third largest ferry operator, picked up this loose end. It should double the 2m passengers carried from Ramsgate to Dunkerque. Ostend is P&O may also bring further relief to the area by picking up the Olau service from Sheerness to Vissingen, under threat because of a labour dispute.

But these outlets from north Kent are not involved in the same battle for survival.

Ramsgate is a leisure transport. Ramsgate is a leisure transport. Ramsgate is a leisure transport. Ramsgate is a leisure transport. Ramsgate is a leisure transport.

Price levels have also been squeezed. Stena Sealink subsidised a single day for the confusing variety of rates set according to time of day. Mr Rees adds that prices are between 60 and 90 less than the proposed tunnel charges. But this is not a big battle zone.

The two companies are concentrating more on quality than bargain rates to defend their hold on the market - the main reason for buying super-ferries. "All our ships now have silver-service restaurants, video lounges and baby rooms," says Mr Todd.

Ferries made the first retaliation, timing improvements to begin last summer, when the tunnel was scheduled to open.

Analysts accept that this distinction will help the ferries survive, even with a fully-functioning tunnel. Cross-channel traffic is forecast to soar from almost 65m passengers in 1990 to 113m in the next decade and 150m by the year 2003. Freight traffic is growing even faster. The one question is whether there is room for two operators. A second seems possible, which means some further pain amid the gain that east Kent will see from the tunnel.

CHANNEL TUNNEL'S IMPACT

Stimulus for development

Clustered around Ashford - long picked out as one of the chief growth centres in the UK - are vast sites near the M20 motorway waiting for a tidal wave of new buildings. And waiting...

In the country have a habit of refusing to act until major infrastructure projects are finished," says Jon Barrett, Kent County Council director of inward investment.

"We saw that with the Dartford Bridge, which did not attract jobs until it was opened. And that was an obvious project compared with the Channel Tunnel, which is just a hole in the ground."

In other words, the impact of the largest private sector infrastructure project ever attempted in the UK will not be seen until it opens. But plenty of informed speculation has happened during seven years of goings-on and construction, writes David Lawson.

Mr Barrett suggested that employment from construction work on the tunnel would have little lasting impact on the local economy, and any employment generated would be dwarfed by other structural decline, producing a net loss of 10,000 jobs. This hard news gave impetus to setting up the East Kent Initiative and led to the successful campaign for assisted area status.

Jon Barrett might be expected to wilt under the weight of gloom, but two factors keep him remarkably sanguine. The first is not the tunnel itself but the terminal due to open at Ashford in 1996. The rail link - already put back by more than a decade - could so easily have slipped through the region with hardly a trace left around the edges - "but the station" trains will stop here on the way to and from Brussels and Paris," he says. "That will stimulate surrounding development."

Secondly, he cites new companies already moving into the area - "mainly small businesses wanting to take advantage of the European connection," he says. "They will grow much faster than indigenous industry." Across the county as a whole, 250 jobs were created by new businesses in the year to last March. These same companies now employ 320 people.

The danger, however, is that

IMPROVED ROAD/RAIL LINKS

Foundation for confidence

Transport improvements are the single most important reason why investors have taken a new interest in Kent, according to a poll by the property consultants, Cluttons.

That fact might appear self-evident when so much money has gone into creation of the Channel Tunnel, yet it is not this massive development which has raised the area's reputation. New roads are the foundation on which business is being built, says David Lawson.

While new roads are unlikely to make companies suddenly decide to move into regions like east Kent, better access is undoubtedly welcome.

In some eyes, it could not have been much worse. Much has changed in the last few years - but much had to change, according to the 1991 review by PA Cambridge Economic Consultants. The tunnel is expected to increase the number of jobs in the region.

Firstly, the fast rail link will not be built until the next century, so wagons will continue to thunder through the region. In fact the tunnel will increase this load as hauliers switch from other channel ports to both Dover and the tunnel as fare cuts increase their competitiveness.

Money for roads has poured into the region since the tunnel was announced - Kent has topped the national spending list for three years in a row. Much has been reserved for the Kent Motorway, such as the M25 Medway relief road. But resources are also going towards the important Thanet Way, which will carry the advantages of the M2 eastwards to Ramsgate. The M2 is a dual-carriage road, but £140m on a dual-carriage road comes close.

Further improvements are in the pipeline for a bypass on the A26 at Sturry and upgrading of the A2. European Union grants will also go into new roads in Thanet.

None of this implies special treatment, according to the Department of Transport, which insisted to PA Cambridge Economic Consultants that east Kent had to stand in the same queue as all 109 local authorities in England. The tide of money flowing in this direction appears to tell a different story, however.

Jon Barrett, Kent's director of inward investment, must feel hopeful that large-scale investment will be attracted to the region. He picks out remaining problems with north-south access along the A26. Local links off main routes also need strengthening if smaller towns are to benefit rather than see trains - racing through from London to the tunnel, leaving nothing but cracked ceilings and a dose of pollution.

A stop rather than a faster route could have the biggest local impact, however. The Ashford International Terminal is likely to be the biggest single factor in transforming the area apart from the tunnel, although the network of access roads to the undersea link will be a useful bonus to Folkestone and Dover.

The success of the region will also bring new problems. Canterbury is already working out an international traffic management scheme to ease congestion. Towns like Ashford will face the same problem as economic development blossoms.

Working for a healthier future

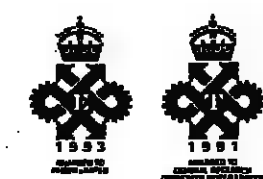
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RECRUITMENT

HRM: big hat - no cattle?

Sue Fernie and David Metcalf

Human resource management (HRM) has been the buzz-phrase in personnel in the last decade. All the management journals are awash with words such as "commitment", "employee involvement", "profit sharing", and "merit pay". Unfortunately, virtually no HRM professional, and few outsiders, have asked "what has all this activity achieved?" Our research shows that the description of personnel specialists as having "big hat, no cattle" - lots of pretence, but no results - is absolutely right.

Fortunately a survey covering 2,000 workplaces has recently been published. This nationally representative survey - the Workplace Industrial Relations Survey - provides detailed information on companies using the new and old style industrial relations. We have used the survey to see whether or not HRM practices and new industrial relations deliver better management-employee relations than their traditional counterparts.

Managers responsible for personnel relations were asked to rate man-

agement-employee relations on a seven-point scale, ranging from very good to very poor. Six different aspects of HRM were analysed - the role of the personnel manager, industrial relations procedures, payment systems, flexibility, employee involvement and the role of the workforce. The results will be bitterly disappointing to HRM enthusiasts. Almost none of their techniques appear to improve management-employee relations.

Perhaps the most stunning findings are the role of the personnel specialists and the role of the personnel specialist. Those workplaces with a poor climate might need the specialist personnel managers. We investigated this possible explanation but it was not supported by the data. Systems which link pay to performance of the individual worker or the individual company have grown in leaps and bounds in the last few years. These pay systems are an integral part of HRM

- promoting the individual over the collective. Now a quarter of all workplaces have job evaluation schemes and merit pay. And a half have some form of profit sharing or employee share ownership scheme. Yet not a single one of these systems appear to improve the climate of employee-management relations.

HRM also emphasises the importance of a multi-skilled, flexible labour force. Yet where management has attempted to reduce demarcation and promote work patterns the climate is worse than where no such attempts were made. This hardly suggests high quality personnel management.

Employee involvement and commitment are supposed to be improved by providing workers with a voice. Yet neither the use of joint consultative committees nor performance appraisals, which should provide a good feedback mechanism, management and workers, improves the climate.

Climate is improved where work teams meet at least once a month to discuss their performance in problem solving groups such as "quality circles". By contrast, team briefing meetings or simply

information down the hierarchy results in a worse climate. It is clear that proper communication is a two-way process.

HRM workplaces are more likely to treat their manual and non-manual employees in a similar fashion - the "single status" policy. We studied seven different aspects of such policies covering, for example, clocking-on, the availability of free or subsidised meals and pensions. On all but one of these indicators of single status companies which practiced it had a worse climate of industrial relations than those that did not.

We also studied how union strength and structure influences relations between management and labour. A weak union is more likely to be found in workplaces with strong unions and without unions both have similar relations than workplaces where management simply recognises the union for industrial bargaining.

The results of our research suggest that it is time for the HRM professionals to realise what they have achieved. The question is not why employee involvement, "single status" policies, new systems linking pay to individual

	Lower quartile	Median	Upper quartile	% of company car
Rank One - Most senior executive below rank of director in:	Basic salary £	Basic salary £	Basic salary £	
Legal advice	35,434	43,485	51,891	68.2
General management	30,977	35,785	42,101	55.6
Company secretariat	31,100	37,860	47,190	62.3
Finance & accounting	29,994	33,488	38,722	50.9
Surveying/construction	28,003	31,008	35,722	47.4
Marketing	28,990	33,280	38,983	51.3
Advertising & PR	27,738	32,520	38,378	50.7
Data processing	27,500	32,802	38,348	50.4
Sales	27,000	31,356	36,348	47.8
Distribution	24,308	28,955	33,255	43.4
Personnel	27,079	30,233	35,713	47.0
Administration	26,306	30,615	36,015	47.0
Research & development	26,298	30,615	36,015	47.0
Purchasing	25,879	30,442	35,848	46.8
Engineering	25,556	30,473	35,765	46.7
Management services	26,250	30,600	36,000	47.2
Production	24,104	28,160	34,135	45.5
Quality assurance	23,025	27,270	32,117	42.0
All Rank-One execs	28,700	31,536	37,808	50.0

The table is drawn from the six-monthly Reward Management salary survey available from Reward, Diamond Way, Stone Business Park, Staffordshire ST16 0SD; tel (0735 815588). Reward points out that the sample fluctuates, so an apparent fall in a salary may be a statistical quirk. Scientific and technical posts, previously quoted separately are now included with research and development. The lower-quartile figures refer to individuals who would be a quarter way up from the foot of a ranking, medians to those ranked halfway and upper-quartile to those a quarter way down from the top.

To allow for increases between the collection of data and April 1, Reward says the pay figures should be increased by 0.4%, and by a further 0.2% for each month thereafter. Regional percentage variations from the overall median of £31,536 were: London 20.2, Eastern 19.5, South East 18.5, South West 17.5, West Midlands 16.5, North East 15.5, North West 14.5, Scotland 13.5, Ireland 12.5.

Richard Doolin

Sue Fernie and David Metcalf are in the Centre for Economic Performance, London School of Economics. A fuller version of the paper is available free from Sue Fernie, Room B800, London School of Economics, 25 Abchurch Lane, London EC4A 3DF.

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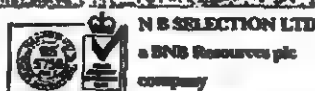
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A top quality individual aged mid 20s to mid 30s with at least 3 years experience of major equity markets is sought for a key role in the Overseas Equity sections Pacific Basin team. Applicants should be at least Associate members of the IIMR or equivalent.

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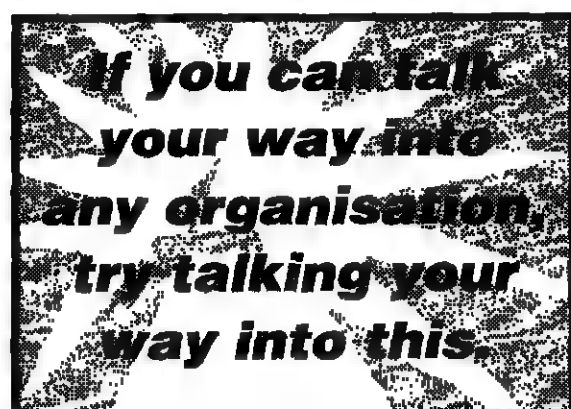
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Applications, in forms obtainable from the EPO and quoting reference EX/7642, should be submitted to:
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Capital Standards

The Capital Standards Department within the Securities and Investments Board (SIB) is responsible for the development and monitoring of UK prudential standards which reflect the UK's EC obligations and reflect wider international developments. A managerial position has arisen within the department.

The initial focus of the role will be on policy in relation to financial regulation of firms engaged in investment business in the UK. This will involve discussions and negotiations with regulators, of overseas regulatory regimes and extensive liaison with SROs. The successful applicant will be involved in policy development through preparation of papers and discussions inside and outside SIB.

Candidates will likely be educated to degree standard. They may hold a professional

qualification and will likely have a City background (e.g. documentation, regulatory, legal). Applicants should have a good grasp of the FSA framework, a working knowledge of investment business and a minimum of six years work experience including, ideally, the negotiation of documentation.

The ability to express ideas fluently both orally and in writing is essential. Attention to detail and the ability to analyse complex issues. Candidates should have negotiating skills, be practical, flexible and able to demonstrate personal authority, and diplomacy. Fluency in a second EC language would be helpful.

Interested applicants should send the first Anna Williams at Michael Page City, Page House, 39-41 Parker Street, London, W1P 5LE, for an information pack. Telephone 071 831 1000. Closing date: 21st April, 1994.

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'True and fair' debate moves to the insurance sector

Chris O'Brien looks at the implications of an EC directive due for implementation next year

Truth and fairness have been a requirement for most companies for over 100 years, but it will be a new challenge for life assurance companies in 1995 when the EC Insurance Accounts Directive is at last implemented.

With little time to go, it is still among accountants, and also actuaries, on how to achieve "true and fair" in an industry characterised by long-term contracts, uncertainty, and high initial costs which are recouped by subsequent revenue.

In the past, life assurance companies' accounts have used the figures in the financial statements submitted to DTI - the "DTI Returns" - which are geared to ensuring they remain solvent. Here the actuary compares the value of a company's assets with the value of its liabilities from all the policies on its books. He has to allow for adverse deviations in investment returns, rates of mortality, and must take a number of extreme circumstances, such as a 25 per cent drop in the value of shares. This is fine for protecting policyholders, but it likely overstates the liabilities if the objective of the accounts is that they be true and fair.

The problems are greatest for proprietary companies which are reporting profits to their shareholders. The "statutory solvency method", which is based on the DTI Returns, will typically understate profits for a growing company, as unreported profits are being built up, and released later, for example when bonuses are paid at the time a policy matures. And the writing of policies, which has high expenses, typically depresses profits in the early years.

the regulations underlying the DTI Returns.

How can we be more realistic? Many life assurance companies are now focusing on the "embedded value". To calculate this, actuaries make an estimate of the future value of statutory solvency profits expected to arise from the policies already written, using assumptions about future mortality, investment returns, policies lapsing, etc. Then these profits, lasting 25 years or more, are discounted to the present. To cope with the uncertainty about the future assumptions such as lapses, the discount rate may be increased to reflect this. The present value of the profits is known as the embedded value.

This is a capital measure which is a good indicator of the company's progress in improving profits. It is important information for management, and providing it to shareholders is generally good for shareholders.

However, the difficulties come when it is proposed that the embedded value be used in the financial statements submitted to DTI. Actuaries have been looking at the principles underlying accounts, and which is that profits should reflect the past and not future performance of the firm.

This is in with the EC Directive which requires profits to have been "made", UK law that profits be "realised", and also the principles of the Accounting Standards Board.

The difficulty with the embedded value includes profits from future performance, i.e. the insurance and investment services which the company provides for its policyholders in

future years.

Basically there are two parts to the embedded value. First, there are the profits that have been made (in accounting terms) from services already provided to policyholders but not passed to the shareholders because of the "solvency rules" work. This is the "Shareholders' Accrued Interest". Second, we have the discounted value of profits expected to be made from future services to policyholders already written. True and fair accounting requires the former, but not the latter, to be taken into account.

However, since embedded values are important to shareholders, there is merit if they are shown in company accounts, though only as supplementary information rather than implying that they represent profits which have been made.

How can we determine the shareholders' accrued interest in a way which is true and fair? One approach is the "accruals method", put forward by an experimental approach, though it has attracted only limited support.

This method basically calculates the Shareholders' Accrued Interest by subtracting the value of estimated profits relating to future services from the embedded value. However, the technique to achieve this - "planned profit margins" - has been criticised by many actuaries and accountants as too subjective.

Profit margins are typically not planned and are not verified, neither are they easily applied to with-profits business. Along with other problems such as the treatment of lapses and the rates, it is not easy to

the result being true and fair. The disparity of views has drawn together some of the most competent accountants in an attempt to design an accounting method capable of encompassing both embedded values and the accruals method. Another task is to ensure that this can be expressed in the accounting format prescribed by the directives.

These proposals have yet to be presented, but it is hard to see how they can encompass the many concerns already expressed about both accruals and embedded values.

So, what is the solution? In fact it is too difficult: we can revert to calculating assets and liabilities but not the artificialities of the statutory solvency method. This approach is called the "true and fair" method, which I presented to the Institute of Actuaries last month. It is based on a set of accounting principles specifically adapted to the nature of the insurance business. In particular:

• Provisions should be prudently but without "hidden reserves".

• Profits requires that the liability on a policy should not generally be more than the surrender value.

• Where the shareholders have an interest in future bonuses, these should be held for bonuses should be partly attributed to shareholders.

• Future expected on existing policies should be capitalised, but future profits should not.

• Initial profits such as commission should be matched against responding expenses, where the policyholder forgoes an allocation to him in the first two years, he should do a financial acquisition cost.

• The going concern principle to

applied. This approach is consistent with the EC standards, and fits conveniently with the EC directive. It means that the increase in the excess of assets over liabilities, the Earned Profit, reflects what the company has earned in the year. It equates to what policyholders are paid for the services which the company has provided, less the costs incurred.

The earned profits method removes the artificialities of profits reported under the statutory solvency method. For with-profits companies, no longer a markedly high profit in the last year of a policy when the terminal bonus is paid, the effect is accrued over the term. For unit-linked business the artificiality arising from initial expenses in the first year is eliminated.

The Association of British Insurers is currently drafting an accounting practice which will be a modification of the statutory solvency method, based on a calculation of assets and liabilities, it should recognise, for example, that the provisions required by the solvency rules for the term of a policy should be closed to business and inconsistent with the "going concern" principle.

It is to be hoped that the constraints of the DTI solvency rules are replaced by ordinary accounting principles applied to life insurance. The embedded value method, which is surely the right way forward for life insurance, should show a true and fair view. The author is valuation actuary at Royal Life.

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Candidates must be Chartered Accountants with a minimum of 10 years experience, strong

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Please send your curriculum vitae with current salary details and an explanation of how you meet these requirements to: Karoly, Ernst & Young Corporate Resources, 4th House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference SK332.

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Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to David Bloch, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH, quoting reference EAB91 on both envelope and letter.

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The Candidate

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Interested candidates should send their CV details to David Brownlow, Douglas Lambias Associates, 410 Strand, London WC2R 0NS. Tel: 071 836 9501 or fax 071 379 4820.

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- Keeping abreast of modern trends in the investment of pension scheme assets

In addition you will act as Secretary to the Trustees

The Appointee

The successful candidate will be able to demonstrate a progressive approach to financial matters and be aged between 25 and 45. You should have an innovative approach to financial matters and the ability to deal confidently with senior executives. Preference will be given to those candidates who have made significant progress towards the FIM, ACA or other relevant qualification.

This challenging post offers every opportunity to develop a professional career in a leading company and the salary and benefits package will be competitive for the successful candidate.

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Egham,
Surrey

An impressive growth history, our Client has become one of the most successful agencies in Europe within its field, providing PR and marketing services in the international pharmaceutical industry. Winner of the 1992 Financial Times/Carter Award for the best venture capital-backed company, the company is now poised to apply its winning strategy to new market sectors, as well as continuing to expand its core business.

Reporting to the Managing Director, the Finance Director will be responsible for:

- All financial aspects of the main trading subsidiary.
- Further development of the accounting and MIS functions.
- The overall financial strategy of the company, input to the Board.
- Acquisition evaluation and subsequent integration of purchases.
- Assisting with the general management of the business.

The successful candidate will be a qualified Accountant (ACA, ACCA, AGMA), probably aged 30-35 and will have held a senior position in the Finance Department of a service business, ideally marketing or agency related. Additionally, he/she will possess strong communication skills and have a keen understanding of customer service issues.

To be considered for this exciting opportunity, please write to: Gerard Davies, Robert Half, Princess Beatrice House, Victoria Street, Windsor, Berks SL4 1EH. Telephone: 0753 857777, Fax: 0753 841670.



501 من الاموال

Taxation Professional

US Multinational

c.£40,000 + Benefits

Surrey

Challenging opportunity for ambitious, young taxation professional within high profile department of fast moving, international Group.

THE COMPANY

- Highly profitable subsidiary of substantial, multinational Group. Net income \$100 million.
- Strong balance sheet. Unusual structure.
- Capital intensive industry. Strong bias towards tax and project planning.

THE POSITION

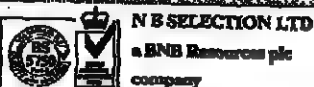
- Key member of lean, highly skilled team, reaching general taxation exposure, including international ad hoc projects.
- Full involvement in UK and compliance and planning, taxation accounting and Revenue negotiations.

- Opportunity to develop knowledge of UK taxation. Potential to progress to broader finance roles within Group.

QUALIFICATIONS

- Ambitious, graduate ACA. Big 6 background. ATII qualification an advantage.
- Wide experience in corporation tax, gained in the profession from industry.
- First interpersonal communication skills. Able to progress further.

Please send full cv, stating salary, Ref N1385 NBS, 54 Jersey Street, London W1V 6LX



London 071 493 6392
Aberdeen • Birmingham • Bristol • Edinburgh
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Finance Director

Oil Service Industry

c.£60,000 + Excellent Benefits

Aberdeen

Well established company in logistics sector with impressive record of growth seeks first class professional for key role.

THE COMPANY

- Subsidiary of acquisitive plc.
- Established as leader in oilfield logistics, turnover c.£100 million.
- Highly successful in adapting to changing needs of the market. Continuing strategy for growth.

THE POSITION

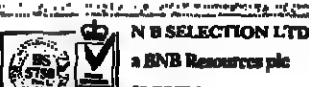
- Full responsibility for financial management issues, supported by team of c.20.
- Key member of management team, developing business strategy. Important role in client liaison.
- Review MIS in which becoming strongly systems oriented.

- Develop finance team provide support of the highest order.

QUALIFICATIONS

- Qualified Accountant. Proven track record in tightly controlled, blue chip environment, preferably in logistics, contracting or service sector.
- Age c.40, commercially astute with experience "at the cutting edge". MBA preferred.
- Strong systems focus, ideally mainframe/pc network.
- Imaginative, strong personality, good communicator, comfortable in client liaison role.

Please send full cv, stating salary, Ref RN1384 NBS, 24 Carden Place, Aberdeen AB1 1UQ



Aberdeen 0224 638080 • London 071 493 6392
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Finance Director (Designate)

Well established, fast growing financial services specialist

London

to £60,000 or even more

Our client is undoubtedly a highly regarded leader in its specialist field, with an enviable record in both growth and profitability. Expansion continues apace and it is now appropriate to appoint a Finance Director to provide a young, enthusiastic Board with broad commercial acumen as well as accounting standards of the highest order. The atmosphere is friendly and frenetic with the minimum of formality and the maximum of effectiveness. Ideal candidates will be graduate ACAs in their late thirties/early forties (although we have no real prejudices).

A first class financial and management accounting background is taken as read but much more is required: literacy as well as numeracy, anticipation as well as historical accuracy and, crucially, communication skills.

Whilst we are not insistent on financial services exposure it will undoubtedly assist; what we are insistent on is the personality to motivate and develop a team and a track record to justify an early Board appointment. For exceptional candidates that may be immediate; for most the timing will be entirely in your own hands.

This is an exciting, high profile role and the quoted salary is wholly flexible for exceptional candidates.

Please send full career details, including current salary package, quoting Ref A 1310 to Malcolm Lawson, at Codd Johnson Harris, Human Resource Consultants, 12 New Burlington Street, London W1X 1PF



Codd • Johnson • Harris

BARDER & MARSH LIMITED
UNDERWRITING AGENTS AT LLOYD'S

Price Waterhouse
EXECUTIVE SEARCH & SELECTION

Group Controller & Company Secretary

£45,000 City

The Lloyd's Insurance market has not exactly had a good press in recent years, but through adversity, there is always opportunity. Barder & Marsh is determined to be in the vanguard of new initiatives and over the last twelve months, we have been putting in place key elements of a sophisticated reporting and monitoring structure, rigorous enough to impress even the most conservative of financial institutions. Partly as a consequence, we are one of the key players working with potential corporate capital investors.

This brand new role is at the focal point of these emerging relationships. Reporting to the Group Finance Director and working closely with the Group's Executive Committee, your immediate priorities will be the development of a set of sophisticated budgetary procedures at Group, as opposed to Syndicate level and ensuring the appropriate framework for the successful introduction of corporate capital, from whatever source, into our business. Beyond that, you will be responsible for accounting, regulatory, and organisational structure matters - again, at Group level.

A qualified accountant, no younger than early 30's, you must have proven and practical experience of accounting (including partnerships), budgeting, taxation and company

secretarial. PC/spreadsheet literate, you will also have exposure to the legal, practical and commercial aspects of structuring a business.

Ideally, you will have practical experience in corporate finance, partnership tax; property; and be well networked into the London insurance and financial markets.

An positive style; strongly analytical; credible in terms of presence, yet down to earth with no "airs and graces", and able to convey a real sense of vitality, spirit, enthusiasm - and maybe even fun: this is the style that we are looking for. To fit in the team, you need to be someone who enjoys life; has a positive attitude; can aspire to the ambitious goals that we have in mind; and has enough experience and insight to realise that corporate capital initiatives and the new financial vehicles now evolving offer some fascinating prospects for personal progression.

If you can relate to what we are doing and the role on offer, write to our advising consultant, Hannah Davidson, quoting reference H/1444 and tell him why.

Executive Search & Selection, Price Waterhouse, Milton Gate, 1 Moor Lane, London EC2Y 9PB. Tel: 071-939 6312 Fax: 071-638

Finance and Administration Manager

WEST SUSSEX

Age 35-45

to £40,000+Car+Bonus

Our client is a recent acquisition of a \$600m US corporation. In the US this specialist manufacturer is the market leader in its niche field in the electronics sector and aims to replicate this success in Europe. In order to achieve this the US parent is committed to significant long term investment.

The company is already having a major impact across Europe through a series of newly-established subsidiaries and will soon be relocating its European headquarters and manufacturing operation to a greenfield site in the UK.

This is the senior finance position in the company and reports to the European Chief Executive. As a key member of the management team, this encompasses the development and control of all aspects of finance, MIS, distribution and purchasing and include the overview of European

operations, reviewing potential acquisitions and developing computerised management systems.

The culture is one of dynamic, forward-thinking change. As such you should have the ability to manage and develop a team of motivated professionals.

Candidates should be qualified accountants with strong commercial instincts and the proven ability to contribute to the strategic management of a growing company. Experience of a manufacturing environment is important as is exposure to the international commercial arena. Ideally the candidate will also have knowledge of US reporting standards.

Interested applicants should write with a detailed CV, enclosing details of current remuneration, to Mark Gilbert at the address below.

Alderwick Peachell

Partners Ltd

Alderwick Peachell Partners Limited, Recruitment Consultants, 125 High Holborn, London WC1V 6QA. Tel: 071-404 3155. Fax: 071-404 0140.



Nous sommes l'un des six grands cabinets mondiaux d'audit et conseils. Le développement régulier de notre clientèle internationale nous amène à créer un poste à Paris.

Manager Audit anglo-saxon

Après une formation à nos méthodes, vous prendrez rapidement en charge la direction d'équipes pour la conduite de de contrôle, d'évaluation de résolution de problèmes chez de grands clients internationaux.

D'origine britannique ou d'un autre pays de langue anglaise, moins à 6 ans d'expérience professionnelle comme auditeur en France ou à l'étranger. Vous parlez correctement français.

Merci d'adresser votre candidature, sous 0104, à Deloitte Touche Tohmatsu, Direction Ressources Humaines, 185, avenue Charles De Gaulle, 92200 Neuilly, France.

FINANCE DIRECTOR

A successful computer services company based in the Thames Valley requires a Finance Director. Excellent salary package for the successful candidate for this challenging position. Write to Box B2327, Financial Times, One Southwark Bridge, London SE1 9HL

APPOINTMENTS WANTED

PART QUALIFIED CHARTERED ACCOUNTANT
Seeks position within Practice or Industry reporting to an ACA Financial/Management accounts, Auditing, P/L, B/S, TB, all accounting duties. Working to strict deadlines. £14K NEG Write to Box B2389, Financial Times, One Southwark Bridge, London SE1 9HL

Our client is an autonomous subsidiary of a International group, who are world leaders in their particular manufacturing sector. Responding to the needs of a quality driven industry requires enlightened direction from a commercially astute management. The Company now needs to appoint a professionally strong, qualified Accountant to their North Eastern plant, which employs over 500 people and has a turnover of approaching £20 million.

Financial Controller

NORTH EAST - CIRCA £35,000 + BONUS + BENEFITS

As part of the senior management you will hold total responsibility for all financial and management accounting reports and controls. The further development of information systems support management decision making is also an important aspect of this role. Importantly, you will have the technical and systems know-how, where necessary challenge, and make recommendations from meaningful data gathered through your department. Candidates must be experienced, fully qualified Accountants with a proven track record of achievement in a manufacturing environment. This should be backed by demonstrably high business and interpersonal skills in order to play a full part in a rapidly changing manufacturing environment.

Career prospects for the right candidate, either into a wider commercial role within this prestigious group, are assured.

Interested applicants should send a detailed CV or ring for an application form 533664 (24 hours) quoting reference 2211/71.



HUMAN RESOURCE CONSULTANTS
Wickland Westcott Alderley Park
Cheshire SK9 1NX
Telephone (0753) 532496

4 FOUR SQUARE



High Calibre, Ambitious Accountants

MARS GROUP - DRINKS DIVISION

c.£35,000 + Benefits

Basingstoke, Hampshire

The Drinks Division of the international Mars organisation has two exceptional opportunities for ambitious, high calibre accountants with around two years post qualification experience. The Division is responsible for manufacturing, marketing and sales of drinks and drink systems across Europe and the Far East, and has achieved a high degree of success through innovation.

Throughout Mars, financial management is seen as a front-line contributor to business performance and accountants thrive within the organisation through generating new ideas and putting them into practice. Many go on to hold senior management roles across all divisions within our worldwide business.

The opportunities arise from business expansion and internal development. Both roles have a strong orientation towards Sales & Marketing but also interface extensively with other business functions offering a wide range of responsibility. They will also play an integral role in supporting the development and execution of sales strategy.

You should be a fully qualified accountant with experience gained within a blue chip commercial organisation. An effective communicator, you will have the drive to enthuse and motivate colleagues across all areas of the business as well as the personal credibility to influence senior decision makers. A second European language would be beneficial.

The salary package includes a comprehensive range of non-contributory benefits including pension, life assurance, medical cover and if appropriate, assistance with relocation.

To apply, please call the consultants advising on this appointment, Suzanne Swycher or Lindsay Dell on 071-387 5400, or ideally mail or fax your CV to them at Financial Selection Services, Drayton House, Gordon Street, London WC1H 0AN. (Fax: 071-387 0857).

Recently qualified accountants for compliance roles

City | competitive remuneration + benefits

LIFFE is Europe's leading marketplace for the trading of financial futures, options, and a comprehensive range of products than any other exchange in the world. Trading setting new exchange membership client activity continue. Now, expanding and sophistication of our operations the need to strengthen compliance function.

Compliance Officer reporting to the Head of Compliance, you will be responsible for carrying out a programme of member firms' - analysing trading data, assessing management methodologies, and providing a framework designed to encourage best practice. You will follow up your audit work with reports to members and, where appropriate, more detailed investigations. Dealing with a membership of nearly 200 - ranging from world-leading institutions to individual traders - you will enjoy wide scope to acquire valuable experience in a dynamic financial marketplace.

You should have qualified recently with a major firm, and have specific experience of City-based finance-sector, together with a knowledge of a strong in the financial markets.

These are exciting opportunities in a growth industry offering excellent prospects. Salary will not be limiting for suitable candidates, and will be matched by the usual benefits including non-contributory pension, health and health insurance. To apply, please send your CV to: Jenkins, Personnel Director, LIFFE, Cannon Bridge, London EC4R.

LIFFE

The London Financial Futures and Options Exchange

FINANCIAL CONTROLLER

PDO Discs, a £25m turnover subsidiary of Philips Electronics, is the UK's largest manufacturer of compact discs. This profitable business is looking to invest significantly to accelerate growth in a fast-moving/competitive market where satisfaction is key.

As a result of an internal group promotion, this excellent opportunity has arisen for a talented finance professional. Reporting to the Managing Director you will value a totally committed management in the ongoing development of the business.

Responsibilities will include:

- Control of all aspects of financial reporting.
- Development of management information to enable efficient planning mechanisms and maximise performance.
- Total involvement in commercial strategic decision-making process.

To succeed in this role, you will be a commercially qualified Accountant with an impressive track record in a manufacturing environment. Personal qualities will include a strong intellect and the ability to deliver results.

Interested individuals should write, enclosing CV, to Andrew M2 BCO, at Robert Half, Brook House, Spring Gardens, Manchester M2 2BO. Telephone: 061-236 0101. Fax: 061-236 1024.

As retained consultants, any CVs submitted directly to client will be forwarded to Robert Half.



£30-35,000

+ Car
+ Benefits

Blackburn



FINANCIAL DIRECTOR

Including established names such as Caribbean Connection, Flight Connection, ITC Sports, and ITC Yachts and Villas, International Travel Connections is widely recognised as the UK's premier specialist Caribbean holiday operator.

With a turnover of £30 million, profitable, ambitious group seeks a Commercial Finance Director to the organisation through a growth period, leading a possible flotation.

Reporting as Chairman, you will share in the running of the company as part of a young and dynamic management team. Responsibilities will include:

- Full control of all aspects of financial management and reporting, including international treasury and taxation.
- Strategic planning and business development.
- Commercial input in all aspects of the business.

Preferably aged under 35, you will be a technically strong, dynamic, qualified Accountant with considerable systems experience. Importantly, you will be able to demonstrate a successful track record within a highly commercial environment.

Interested individuals should write, enclosing a CV to Mark Williams at Robert Half, Brook House, Spring Gardens, Manchester M2 2BO. Telephone: 061-236 0101. Fax: 061-236 1024.

As retained consultants, any CVs submitted directly to our client will be forwarded to Robert Half.



Excellent
Salary
+ Car
+ Benefits

Chester



FINANCIAL CONTROLLER

£35-40,000 + PROFIT SHARE

EDAW Group PLC, and subsidiary C R Planning Ltd are leading environmental planners, landscape architects and economic development consultants with forty staff in offices in London, Scotland, France and Germany. The company has grown rapidly in last twelve months and we now wish to appoint a Financial Controller to lead introduction of accounting systems for European companies, compatible with our US parent.

Reporting to the Managing Director and as CFO you will have responsibility for all financial, project and management reporting. Candidates will be qualified with five years experience in small companies and a professional service environment. Hands-on experience of introducing new systems, installing hardware, software, LANs and WAN will be essential as well as familiarity with establishing job costing and project management within a consultancy.

High energy and good interpersonal skills will be required to work with professional colleagues to improve performance and make a significant contribution to the development of the Group.

Please send comprehensive CV to:

Bob Pell, Managing Director,
EDAW Group PLC, 80-82 Grays Inn Road,
Holborn, London WC1X 8NH.

EDAW

Director of Sales Finance

Major Defence Contractor

Excellent Package

North of England

Opportunity to join major exporter developing innovative financing packages for large international contracts.

THE COMPANY

- Profitable division of large UK plc. High profile, high technology products.
- Impressive international reputation with many collaborative programmes.
- Success based on quality, technology and exceptional design capability.

THE POSITION

- Design and secure financing packages to support export sales activity. Head divisional treasury function. Extensive travel.
- Key member of tight negotiating team and divisional finance function. Close liaison with banks, governments, clients, partners and central treasury function.

- Manage and control exposure of company in export contracts.
- Record of successful export financing of capital goods gained in banking or corporate position.
- Graduate with high intellect. Powerful analytical, presentation and negotiating skills.
- Drive and tenacity, influence and diplomatic. Team player.

Please send full cv, stating salary, Ref MN0577
NBS, Courthill House, Water Lane, Wilmslow,
Cheshire, SK9 5AP



Manchester 0625 539955 • London 071 493 6392
Aberdeen • Birmingham • Bristol
Edinburgh • Glasgow • Leeds • Slough

FINANCE DIRECTOR (DESIGNATE)

AGED MID 30's
SALARY £45,000 - £50,000
+ BENEFITS

Unique opportunity to join an exciting London leisure group. Practical approach coupled with a man management skills and hardwork ethic.

Send full C.V. to Box B2325,
Financial Times,
One Southwark Bridge,
London SE1 1UL

The Rank Organisation Plc Treasury and Taxation Accountant

£30,000

London

The Rank Organisation Plc is one of the world's leading leisure and entertainment companies. Rank is engaged in the world's film and television industries, and leisure and entertainment in the UK, Europe and North America.

Rank operates an integrated Treasury and Taxation Department which seeks to strengthen by the recruitment of a highly motivated individual to take responsibility for a number of key areas covering both tax and treasury issues. These will include responsibilities relating to foreign exchange management, preparation of management reports, producing forecasts for both tax and treasury, as well as taking responsibility for dealing with the day to day affairs for a number of head office companies. Opportunities will also be available to participate in a number of projects within the department.

Candidates should be in their mid-twenties ACA qualified (preferably audit trained) with at least one year's tax experience. An awareness of money and foreign exchange markets and practices is essential. A methodical approach, previous exposure to modelling techniques and excellent PC skills are also a necessity. Support for the examinations of relevant professional bodies will be provided.

Applications are invited from individuals who are well organised, reliable, work well under pressure and enjoy working in a close knit team environment.

Please write with full career and salary details to
Neal Young, Personnel Controller,
The Rank Organisation Plc,
York House, 43-45 Seymour Street,
London W1H 6BB.



METALS DISTRIBUTION

FINANCIAL CONTROLLER

South Yorkshire

to £40,000 + bonus + car + benefits

Our client is the UK subsidiary of an independent market leading US metals distributor.

Ambitious plans for short and longer term growth of their UK operations and European markets require the appointment of a first class UK Financial Controller with pragmatic financial planning and control skills. Early success should lead to a board position.

You will report to the UK Managing Director and functionally to the Group Controller in the USA, and will manage a small support team on a clear basis on providing totally reliable financial and management accounting information and analysis, forecasting, costing and inventory accounting experience within £10 million distribution or manufacturing organisations; MIS exposure is mandatory.

You must demonstrate a proactive hands-on approach in a management role with the ability to influence the control and direction of the overall business.

You will be a commercially-orientated graduate with ten years financial experience, including five years in a Controller role.

Please post or fax your CV as soon as possible, quoting salary, to Alan Brown at the address below.

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You must demonstrate a proactive hands-on approach in a management role with the ability to influence the control and direction of the overall business.

You will be a commercially-orientated graduate with ten years financial experience, including five years in a Controller role.

Please post or fax your CV as soon as possible, quoting salary, to Alan Brown at the address below.

MKA MANAGEMENT CONSULTING LTD,
Tectonic Place, Holport Road,
Holport, Maldenhead, Bucks SL8 2YE
Telephone (0628) 796018
Fax (0628) 796125



BRUXELLES • FRANCE • GERMANY • ITALY • SPAIN • SWEDEN • SWITZERLAND • THE NETHERLANDS

FINANCE DIRECTOR

MANUFACTURING - NORTH WEST PACKAGE £45K INC. BONUS + CAR & BENEFITS

The Company

- Profitable and growing subsidiary of successful Group. £30m sales. 600 employees.
- Design lead manufacturer of quality extruded durables with one of the best product ranges in its industry.

The Role

- Full responsibility for financial management of three sites, reporting to the MD.
- Key member of management team with total involvement in company's general management and strategic direction.
- Manage implementation of new IT system. Develop cost and management accounting systems to maximise profitability.

The Qualifications

- Qualified finance professional. Sound commercial and IT experience as an FD in a manufacturing environment.
- Highly motivated with hands on style. Excellent communication and inter-personal skills.
- Track record of successful implementation of profit improvement programmes.

Please reply with CV to:
Box 1222, Financial Times,
One Southwark Bridge, London SE1 9HL

Financial Management Consultant

THE FIRM

- Rapidly expanding top 20 West End firm of Chartered Accountants.

THE ROLE

- Provide management accounting and financial directorship support, accounting software selection advice, general business and financial advice, management and systems consultancy, and financial modelling services to an existing client base.
- Provide business development skills to a rapidly growing professional business area.

THE QUALIFICATIONS

- Qualified accountant with extensive spreadsheet knowledge (primarily Lotus 1-2-3) and accounting software knowledge (primarily Orchard TOMS Finax).
- Strong management accounting expertise along with good financial modelling, presentation, and interpersonal skills.
- Self-motivated, confident and creative problem solver with initiative, commercial awareness, and the ability to work autonomously.

THE PACKAGE

- Competitive salary and excellent scope for career development in a fast working environment.

CVs marked for the attention of Keith Jackman should be sent to:

Smith & Williamson
No. 1 Riding House Street, London W1A 3AS
Tel: 071 637 5377 Fax: 071 436 5438

MANAGEMENT ACCOUNTANT

Newly Qualified •

£22,000 + Bonus

My client, a growing and profitable publishing company is seeking to appoint a newly qualified management accountant. Responsibilities will include preparation of management accounts, variance analysis and involvement in the budgeting process. Must have good spreadsheet skills (preferably Lotus 1-2-3) and proven commercial awareness.

Please apply by writing, enclosing a CV to:

Vicky Brown,
BDR Recruitment Consultants
111 Hill Rise, Richmond, Surrey TW9 6UA

VICE PRESIDENT, FINANCE

Home Counties

£100K+bonus+options+car

- Aggressive, acquisitive £1 billion turnover manufacturing company with over 200 operating companies throughout the world.

- One third of the company, a \$1 billion group in its own right, headquartered in the UK, seeking to appoint a Vice President, Finance.

- Reporting to the President of this \$1 billion group, the role is heavily focused on commercial and strategic input to profit improvement, growth and acquisitions. Strong financial discipline and attention to detail are pre-requisites.
- You will be determined, resilient, decisive and persuasive with an ability to work with a very lean style of operating.

Please submit your cv in application quoting ref 1282/FT.



to Wheale Thomas
Hodgins, 18 Berkeley
Square, Gifford,
Bristol BS8 1HG.

WHEALE THOMAS HODGINS PLC

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Philip Wrigley on
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صَلُّوا عَلَى الْإِسْلَامِ

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MARKETS REPORT

Talks push lira higher

The Italian lira sharply increased yesterday in response to increasing evidence of co-operation between the partners in the Freedom Alliance, victorious in last week's election, writes Philip Gauthier.

The Italian currency was bolstered by the meeting of Mr Umberto Bossi, head of the Northern League, and Mr Gianfranco Fini, the third main partner in the alliance.

Contact was also re-established between the league and Mr Silvio Berlusconi, leader of the alliance. Earlier this week markets had been unsettled by comments from Mr Berlusconi saying that Mr Berlusconi's government would not be a break-off in talks between the two parties.

Helped by the improved political sentiment, the lira broke through 1,400 against the D-Mark. Traders said the breach of this important technical level triggered covering of short lira positions.

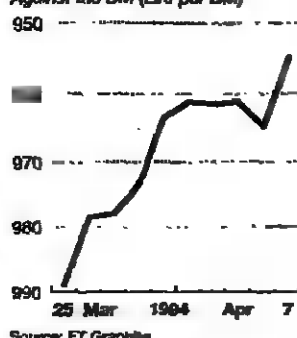
This accelerated the lira's advance with the currency finishing in London nearly 11 firmer at DM1.7181 from DM1.7151 on Thursday.

Sterling, meanwhile, showed little response to encouraging output data showing industrial production up by 0.8 per cent in February. The pound finished in London at DM2.5304 from DM2.5173. It was virtually unchanged against the dollar, at \$1.487 from \$1.4878 on Wednesday.

The gyrations of the lira were the focus of attention with traders describing it as "wild day". The D-Mark started the day a firmer, helped by reports of a smaller than anticipated rise in unemployment in March - 20,000 compared to a 25,000 forecast - and French industrial production falling by 0.2 per cent in January, against expectations of a 0.2 per cent

Lira

Against the DM (Lira per DM)



Source: FT Graphs

As Pound in New York

Spot 1.4710 1.4710

1m 1.4800 1.4800

3m 1.4800 1.4800

6m 1.4800 1.4800

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Source: FT Graphs

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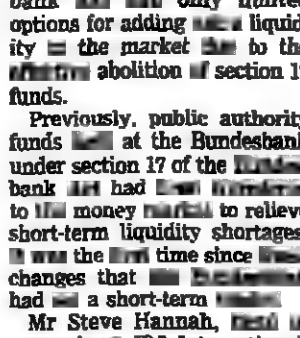
Source: FT Graphs

Source: FT Graphs

Source: FT Graphs

Lira

Against the DM (Lira per DM)



Source: FT Graphs

As Pound in New York

Spot 1.4710 1.4710

1m 1.4800 1.4800

3m 1.4800 1.4800

6m 1.4800 1.4800

1y 1.4800 1.4800

Source: FT Graphs

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CURRENCIES AND MONEY

TALKS PUSH LIRA HIGHER

MARKETS REPORT

Lira

Against the DM (Lira per DM)



Source: FT Graphs

As Pound in New York

Spot 1.4710 1.4710

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3m 1.4800 1.4800

6m 1.4800 1.4800

1y 1.4800 1.4800

Source: FT Graphs

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INDICES

	Apr 7	Apr 8	Apr 5	High	Low		Apr 7	Apr 8	Apr 5	High	Low		
Angloplat						Indices							
Domestic (28/1/87)	64	1814.72	1854.82	1879.48	182	PC 500 1978		2284.52	2244.15	2261.17	42	2264.55	64
Asiatic						CGE All Share (1978)	427.1	425.8	426.8	494.88	31/1	427.49	54
All Ordinaries (1/4/88)	2357.4	2361	2353.0	2346.88	3/2	CGE All Str (1978)			276.9			228.89	24.0
All Industrials (1/4/88)		1207.1	1212.5	1208.58	1/2	New Zealand							
Asiatic			422.12	423.00		4/1 (1/87)						243.72	34
Crack Allshare (31/12/84)				1113.57		1/1 (1/87)							
Total Index (21/1/81)						Oct 1987		1123.00	1124.00	282		108.87	28
93.53 (1/4/81)	1488.13	1488.05	1488.35	1502.85	3/2	Philippine							
World						Merita Corp (2/1/85)	1982.3	1982.3	2035.81	2085.57	4/1	2067.55	55
Domestic (28/1/83)		14355.0	14360.0	14190.80	30.6	Portugal							
Asiatic						GTA (1/87)						228.89	21
India (1/87)						Share							
Commodity (1/87)						SGS			530.61	641.81	3/1	532.36	44
Industrials (1/87)						South Africa							
Gold						ICE Ind. (1/87)			1910.8	2335.89	4/1	1742.89	142
FXA Data (31/12/85)	64	4823.0	3265.2	4827.35	4/2	ICE Ind. (1/87)			5891.0	6142.88	1/80	5890.88	191
Domestic (28/1/83)	365.67	367.42	366.48	415.29	3/2								
Asiatic													
India (1/87)	178.0	177.7	172.6	182.28	4/2	Spain							
Commodity (1/87)						Ind. 92						248.16	44
Industrials (1/87)													
Gold						Sweden							
FXA Data (31/12/85)	1765.57	1422.15	1426.47	1605.20	2/2	Aluminium (1/83)	1987	1988	1988.59	21/1	1408.88	21.5	
Domestic (28/1/83)	2116.57	2133.22	2110.25	2083.88	3/2	Domestic (1/87)						1288.94	21
Asiatic						SGS (1/87)			1324.3		3/1/1		189
India (1/87)						SGS (1/87)			1054.00		3/1/1		189
Commodity (1/87)													
Industrials (1/87)													
Gold													
FXA Data (31/12/85)	352.61	353.12	351.25	355.67	4/1								
Domestic (28/1/83)	2392.12	2357.1	2338.0	2409.00	4/1								
Asiatic													
India (1/87)	2201.41	2161.20	2152.29	2207.58	3/1								
Commodity (1/87)													
Industrials (1/87)													
Gold													
FXA Data (31/12/85)	595.53	1005.77	1003.79	1184.58	1/81								
Domestic (28/1/83)													
Asiatic													
India (1/87)	5236.92	5234.31	5237.08	4/1									
Commodity (1/87)													
Industrials (1/87)													
Gold													
FXA Data (31/12/85)	742.36	722.52	724.53	745.98	7/4								
Domestic (28/1/83)			1170.0	1188.0	1154.88	7/4							
Asiatic													
India (1/87)													
Commodity (1/87)													
Industrials (1/87)													
Gold													
FXA Data (31/12/85)	1599.89	1598.74	1593.22	1604.77	1/60								
Domestic (28/1/83)	262.54	262.19	261.20	263.72	4/1								
Asiatic	302.30	301.90	300.83	303.27	1/60								
Total Index (21/1/81)	5214.79	1600.41	1598.83	1632.17	7/4								
93.53 (1/4/81)	224.19	226.26	225.12	228.49	3/2								
World													
Domestic (28/1/83)	588.10	584.51	583.71	1314.48	5/5								
Asiatic													
India (1/87)													
Commodity (1/87)													
Industrials (1/87)													
Gold													
FXA Data (31/12/85)													

IN CAD-45 STOCK INDEX FUTURES (MAY)

	Open	Sett Price	Change	High	Low	Est. Vol	Open Int.
Apr	2156.0	2151.0	-5.0	2161.0	2147.0	220	27,416
May	2156.0	2151.0	-5.0	2161.0	2147.0	220	27,416
Jun	2156.0	2151.0	-5.0	2161.0	2147.0	220	27,416

Open interest figures for previous day.







† Correction: * Calculated at 16.00 GMT

US INDICES									
Dow Jones	Apr 8	Apr 9	Apr 10	1984		Stock completion		Low	
	High	Low	High	Low	High	Low	High	Low	High
	2674.75	2676.41	2683.25	2676.50	2682.35	2676.50	2678.50	2678.50	41.25
							(31/154)		54.50
Value Index		96.85	96.77		96.77		96.77		3.50
Transport	1051.60	1047.11	1058.04	1052.20	1052.04	1052.20	1052.20	1052.20	12.52
	119.00	118.00	118.50	118.50	118.50	118.50	118.50	118.50	0.75
DJ Ind. Div's high 3222.94 (1983.15) Low 2642.16 (2655.42) (1983.04)									
Dow's High 3465.72 (1983.15) Low 2654.12 (1983.15) (1983.15)									
Composite	448.05	448.50	448.82	448.80	448.82	448.80	448.80	448.80	4.00
Industrial	524.03	524.75	525.34	524.75	525.34	524.75	525.34	525.34	3.50
Financial	404.03	404.31	41.26	404.03	41.26	404.03	41.26	404.03	8.84
NYSE Comp.	348.80	348.41	349.14	348.77	349.14	348.77	349.14	349.14	1.00
Amex Ind Ind	448.00	448.80	449.13	447.80	449.13	447.80	449.13	449.13	20.31
NYSE Div	738.72	738.75	737.41	738.50	737.41	738.50	737.41	737.41	54.52
									10.00
R RATIOS									
Dow Jones Ind. Div. Yield	Mar 31	Mar 25	Mar 18	Mar 11	Mar 4	Year ago			
S & P Ind. Div. Yield	Apr 6	Mar 30	Mar 23	Mar 16	Mar 9	Year ago			
S & P Ind. P/E ratio	23.67	24.51	23.80	24.50	24.50	Year ago			
IN STANDARD AND POORS 500 INDEX FUTURES 2400 ticks index									
Jan	Feb	Latest	Change	High	Low	Est. vol.	Open Int.		
Mar	450.00	449.75	+0.25	450.00	-	545	20,894		
Apr	-	451.50	+0.75	451.50	-	-	6,414		
Open interest figures are for product day.									
IN NEW YORK ACTIVE STOCKS									
Underlying	Stock	Open	Change	Trading Activity					
	price	price	on day	Apr 8	Apr 9	Apr 4	Apr 4		
Totalize	5,628,700	-58	+11%	New York SE	300,770	355,971	942,862		
Gen Market	4,459,500	59%	+1%	AMEX	102,500	123,775	20,894		
Overseas	4,459,700	53%	-	NYSE	500,500	304,000	333,770		
Chrysler	3,918,700	64%	-	Issues Traded	2,278	2,159	2,005		
Poly Metals	3,874,400	49%	-	Prices Traded	1,201	2,873	3,917		
Am Express	2,885,100	29%	+1%	Fails	100	3	3		
Oilpatch	2,657,300	81%	-	High/Low	570	325	325		
Walt Mart	2,276,800	26%	-	On Highs	19	3	3		
ATT	2,276,800	51%	-	New Low	88	105	649		
Includes bonds, ex-includes, pos. includes, Financial and Transportation.									

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NASDAQ NATIONAL MARKET

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4 APR 1967

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Perrier bottle empty

EUROPE

Bourses gain ground on relative strength theory

FT-SE Actuaries Share Indices									
						THE EUROPEAN SERIES			
Apr 7		10.30	11.00	12.00	13.00	14.00	15.00	Close	
Heavy changes									
FT Actuaries 100		1450.01	1450.44	1454.15		1459.31		1459.31	1475.00
FT Actuaries 200		1468.77	1468.33	1470.89	1473.65				1482.00
Apr 8									
FT-SE Blackrock 100					1418.70				
FT-SE Blackrock 200					1440.05				1452.67
FT-SE Standard 200									
Mar 30									
FT-SE Blackrock 100		1430.47	1431.17	1436.00	1440.20	1446.20	1448.77		
FT-SE Blackrock 200		1468.77	1468.33	1470.89	1473.65				

return, whatever the political outcome; ■■■ that political worries ■■■ almost always exaggerated.

Fiat rose L250 or 4.3 per cent to L1,637, on renewed ■■■ sales, that it planned ■■■, with Toro the favoured candidate.

It rose L1,116 or ■■■ per cent to ■■■.

Pirelli rose L77, or ■■■ per cent, to L2,393 amid ■■■ for a link with Stet, which ■■■ is privatised ■■■ in the year.

Benetton slid L440 to L27,916

Sogeti, the computer services group, after the close.

Cerus, the holding company fell FF67.30 to FF129.00 on FF198 rights issue at FF710 ■■■ its debt, ■■■ FF67.82m at the end of 1983. Cap Gemini, up FF82.20 at FF196.20, said after hours that it planned ■■■ FF67.42m through ■■■ rights issue at FF710 a share.

Credit Foncier de France, the banking group, climbed FF37.20 to FF211.20 after a better than expected ■■■ per cent success in the discount

Among the financials, UBS rose **SP43**, to 3.6 per cent, to **SFR1,238**. Winterthur finished **SFR5** ahead at **SFR705**, after a **SFR720**, in response to a **SFR** of significantly

came in lower. The bid-indicated amount at 3,204.46 after rising 10.21 to 3,214.67 on the session, and turnover rose from DM9.1m to DM10.3m.

Allianz, the insurer, announced its relative recovery with a rise of DM38 to DM2,703. Carmakers were subdued after Daimler's dividend cut and rights issue news, which left the shares down 10.15 to DM245.45 on the session, and receding back to DM242.

Investors are granted office permission for a Kauffhof/Rothemann merger, and the shares rose DM10 to DM266 and DM110 to DM150 respectively - in defiance of the old adage that in a takeover bid, only one set of shareholders can win.

PARIS saw the CAC 40 index at a session high of 3,148, before slipping during the afternoon to close at 3,125 at 2,119.57.

There was news of two further rights issues, one from Cerus, the holding company, which came during trading and the other from Cap Gemini

SAFARI New York opened, and the general index closed just 0.10 higher at 3,041.1 in turn over of 17,000. Subjects of recent, and not-so-recent equity placings were active. FCC, the construction sector, advanced its 1994 low with a fall of Pt2400 to Pt15,820 and Acerinox, the metals company, registered a new high at Pt15,990, up Pt480 on a large buy order, and on positive forecasts for the company.

AMSTERDAM showed little enthusiasm, with the AMX index closing the session up just 0.16 at 412.98.

Among the action Grolsch, the brewer, picked up Ft1.50 to Ft1.50 in spite of firmly denying long lasting rumours.

ATHENS rose 1.1 per cent on government plans for a 10 per cent hike on dividends from mutual and insurance funds. The general index closing 11.24 lower at 3,035.

Written and edited by William Cochrane, John PIR and Michael Lloyd

20874, a rise of 3.3 points continued. Woodside Petroleum continued to be firm, having added 15 cents on Wednesday the shares gained a **1/16** **3/4** cents to **A\$4.31**.

Elsewhere, Brambles Industries added **1/8** cents **2 1/2** **A\$4.00**.

BANGKOK saw a technical rebound which took the SET index up 22.79 or 1.9 per cent to 1,224.74 in increased turnover of B44.3bn. Finance and banking sectors led the market higher with the only food sector losing ground.


First Asia Securities topped the active list, shedding B\$12 to **H\$10** after 40m newly-issued shares were listed. New listing Nithipat gained B\$7 to **B\$10** and Bangkok Bank was **B\$4** at **B\$159**.

MANILA lost ground following a 3 per cent slide in the shares of heavily weighted Philippine Long Distance telephone which **1/8** **1 1/2** **PH\$10**.

The composite index **1/8** **1/16** **PH\$10** turnover of **PH\$1.75** **PH\$10**.

SEATTLE moved sharply higher on heavy buying by **1/8** **1/16** **PH\$10** investors in the synthetics and **1/16** **1/16** **PH\$10**.

The **100**-share **1/16** **1/16** gained 38.12 to 1.6 per cent to **3471.02**.



JF Pacific Warrant Company S.A.

INTERIM RESULTS TO 31ST DECEMBER 1993

- Net Assets ■ 31/12/93
- Performance in ■ from 1st July 1993 to 31st December 1993
 - Diluted NAV Per Share
 - Ordinary Share Price
 - Total Net Assets

US\$76.9m
£52.1m

+144.1%

+74.0%

+70.1%

Extracts From Investment Manager's Report

" Pacific Region equity markets performed exceptionally well in ■ second half of 1993, with Hong Kong, Malaysia, Singapore, Thailand and the Philippines soaring to record levels.

While ■ remain positive towards these Asian markets, ■ are mindful of a stronger global economy in 1994 which will require strategic shifts as the year progresses.

Japan is likely to enjoy a short ■ rebound as international asset allocators ■ their severely underweighted positions, but ■ expect limited follow-through from domestic players as corporations will be forced sellers of stock towards the end of the fiscal year. We ■ no longer bearish ■ the Japanese economy, though its ■ will be slow and hesitant.

We have become much ■ positive on prospects for the Australian stockmarket, particularly resource stocks. The Australian dollar has benefited from ■ improvement in current account performance and should rise further on a sustained recovery in commodity prices.

■ immediate future ■ have increased the fund's portfolio ■ righting in Japan and Australia, largely ■ the expense of Hong Kong, Singapore and Malaysia."

Jardine Fleming Investment Management Inc.
Investment Manager
10th ■ 1994

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JF Pacific Warrant Company S.A.



Interim Report
31st December 1993

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جلد اول

PAINTS AND THE ENVIRONMENT

Friday April 8 1994

Paint protects much of the modern world against the environment and adds colour to life, but is itself an environmental problem.

Paintmakers have already responded, but eco-friendlier coatings are not always better - and their cost may be more than buyers will be willing to pay, writes

Ian Hamilton Fazey

Producers in compliance - at a price

There is a new assertiveness about the environment in the paint industry. Four years ago there was palpable fear at the industry's conferences about what tighter environmental controls were going to do to profitability and, in some cases, survival. Today, the industry is fighting back.

It is not that the industry is full of companies bent on profit at the cost of pollution. Rather, its most reputable members have spent millions on compliance with new laws, and in developing new and greener products.

They are now looking for compromise in an age of politicalised environmentalism, when the goal posts have tended to be moved farther away as industry has achieved new standards demanded of it.

As gains get more expensive as you go on, is there a point where enough has been done for most practical purposes? The greenest possible paint may well cost more than any one can afford.

Dr Manfred Hopp, head of BASF's Coatings Division, Germany's biggest paintmaker,

"We are squeezed between the law, which imposes ever-stricter environmental controls, and the law of supply and demand, which insists that we must be willing to pay more - and they won't, especially in a recession - something has to give. So we have to make savings in costs. This means using more technology and fewer people. It means lost jobs. This is one of the costs of environmental control which people have yet to fully realise."

In BASF's case, it was 300 jobs in Germany last year, on top of DM20m on environmental compliance in the last three years and DM250m in the last ten. Dr Hopp says: "None of this spending has made us more profitable, but it has been necessary for survival. There is no choice if you want to go on operating. It's to be or not to be."

Given that paint factories themselves are highly concentrated, the main pollution

issue the industry is faced with is the release of volatile organic compounds (VOCs) and the solvents used in paint production.

Pollution is caused not by the paint industry, but by the solvents. Is the industry therefore its customers' keeper? Competitive paintmakers claim they have to be. A manufacturer is faced with a choice: to comply with anti-pollution laws, or environmentally-friendly product that leaves the user in going to have no edge in the market.

VOC emissions are being tightly regulated because they harm humans in sunlight in some of the most sensitive areas of the environment. The paint industry's response has been to develop water-based coatings or put more solids - pigments and resins - in the formula.

Just for illustration: emulsions used indoors on walls and ceilings, "water based" are not necessarily "VOC-free" - "green equals reduction, rather than elimination," says Mr Peter Walters, vice-president of the UK paintmaker, PPG.

Mr Herman Scopes, chairman of ICI Paints, explains: "Water is a prime solvent for paint. Customers' concerns are always with prices and value for money. They are not interested in paying a premium just because something is environmentally friendly. That is a bonus. The product has to be good in its own right. You will only sell it if it does the job."

Mr John Bernal, director of the industry-funded but independent Paint Research Association, says inferior performance has been the bane of water-based paints.

Some can be vulnerable to wet weather. Most do not last as long, requiring earlier repainting of the surfaces they are supposed to protect. In contrast, VOC solvents help the film spread and not sag or flow, while producing a protective gloss water cannot usually achieve. Paint companies have nevertheless solved many of the problems, greatly reducing VOC content of most paints. In ICI's case, research

started 15 years ago. Mr Scopes claims its star product, which it developed for painting cars during manufacture and has now redesigned for repairing automotive coatings, is still the most technically advanced, although all competitors offer "me too" versions.

Ms Moira McMillan, director of the British Coatings Federation, says the UK government's target of reducing VOC emissions by 30 per cent by 1995 is fine in big markets like automotive paints, but difficult for



medium-sized engineering companies with correspondingly sized paint shops. They will rely on their suppliers for compliant coatings.

Paintmakers such as Kemira of Finland, Beckers of Sweden and Akzo Nobel, which became the world's largest paint company when the Netherlands and Scandinavian coatings businesses merged in November, have all spent large sums on research and development rights to the technology.

But growth - which they need to get their money back - will depend on customers' willingness to change, says Mr Neville Petersen, the new chief of Courmantle Coatings, who confirms that "a lot of customers are saying until we have to change our systems, we are not going to. That's fine, but we have to be ready for it when it happens, even if it means spending a lot of money up front."

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In Courtmills, the bill this year will include 230m for

a new European resins development and manufacturing plant at Silvertown, in London. Ironically, therefore, the industry's more regulation is also the growth of compliant products, but worries if it can afford to go further. Dr Hopp says that the industry is now more stable and development costs, rather than be expected to keep breaking new ground.

Mr Louis McCulloch, partner of James Consulting, an independent specialist on paint, says: "There is a danger in people getting too hung up on environmental issues when other issues need addressing. Europe is in recession. There are more and more mounting social problems. The environmental issue is a long-term one. The immediate issue is survival. I hope sense is prevailing. Environmental protection is important, but economic protection must not be lost."

Dr Frank Rose, ICI's chief technical officer and an expert on safety, says: "In the 1980s a lot of people were into environmental regulation and how to resist it. In the last few years the industry has shifted its focus."

"It's now the focus of big companies in their leadership, especially now people are being more conscious about putting pressure on it. It's a new way of thinking."

Mr Herman van Karnebeek, director of Akzo Nobel, thinks big companies suffer because they are seen targets for regulators, while small paint companies are often hit off the back by local environmental fear-fuel about jobs being lost if they shut down.

Large German paint companies have encountered similar prejudice, with small operators sometimes treated leniently on the orders of local political bosses.

Mr Karnebeek says: "The industry should be more aware of public opinion. It should be organised on a European level. The companies should have more leverage over suppliers. Suppliers should also take a responsible position."



Herman van Karnebeek



Dr Manfred Hopp of BASF Coatings Division: "Something has to give"

He wants outside harmonisation, with national standards of enforcement. This is already a problem in Britain, says Ms McMillan, because different local authorities interpret the same criteria differently against identical plants.

Harmonisation in timing was a key issue at the meeting. Mr Roger Walters, who runs Eura-max, a UK roll coater, says British authorities to enforce lower VOC emissions should be able to use the same standards as other EU countries will have in place by 1995.

The question is whether the industry's new assertiveness - and its record of improvement - will help carry such arguments.

- Paint markets and suppliers, Pages 2 to 5.
- Industry trends, Page 5.
- Product research, Page 6.

Can you paint a car with 90% water and still get a better finish? Automobiles have an environmental effect long before they take to the road. Solvents used in spraying on a high quality, durable paint finish can contaminate the air. That's why the engineers of a renowned worldwide

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PAINTS AND THE ENVIRONMENT 3

MARKETS AND SUPPLIERS

Moving into sharper focus

When Imperial Chemical Industries pulled out of IDAC, a \$50m joint venture in Germany with Du Pont, the US chemicals giant, in January, it was one of three companies finally defining the structure of the world's paint industry, after 12 years of turmoil.

IDAC was set up in 1981 to attack the \$650m European market for painting cars on the assembly line - automotive OEM, or original equipment manufacture. The venture failed to reach the 20 per cent market share ICI needed to justify staying in the market.

Another of the three events had already deprived ICI of its seven-year-old title as the world's biggest paintmaker: in November, Akzo of the Netherlands took over the coatings business of ICI in Sweden, astutely merging two portfolios of paint and little overlap between them.

Akzo, however, is not known for 'sizzle', as the third event showed. It is the European automotive OEM business in PPG, the market's US-owned world market leader. Automotive OEM is now dominated in Europe by PPG, and the German paintmakers BASF and Herberts.

ICI and Akzo have both strong in another branch of paintmaking - refinish, or VR, where ever-higher technology coatings are used for repairing damaged vehicles. Mr Louis McCulloch, senior partner of James Consulting, an independent specialist on the paint industry, says their exit from OEM was like slaughtering a sacred cow.

The two main pillars of the paint industry are the entirely separate markets of decorative and automotive paints. The former is a low technology, high volume cash generator; the latter is a high technology industrial market, where partnership and symbiotic technical services are essential between paintmakers, vehicle manufacturers and the suppliers of painting equipment.

Like Mr McCulloch, ICI's former OEM partner Du Pont and OEM competitors like PPG, BASF and Herberts, all believe the OEM and VR markets are interdependent. It only took car manufacturers to renege on specific companies' VR products as part of their anti-corrosion guarantees.

Mr Herman Scoopes, chief executive of ICI Paints, disagrees: "Of the 10 top VR companies in the world, four - ICI, Akzo, Sherwin Williams and Rock Paint - do not have any OEM. The link is more perceived than real," he says.

doubters say Sherwin Williams and Rock are each rooted in their large, respective home markets of the US and Japan - and were the exceptions proving the rule.

ICI and Akzo retooled the markets entirely different. There is only a tiny number of car manufacturers worldwide, but thousands of body shops. Distribution, service, logistics and the ability to handle tens of thousands of small firms efficiently are what count, as Sherwin Williams has proved in the US.

Companies like Akzo and ICI are used to transplanting marketing skills in decorative paints around the world and are well up in this, apart from being good enough chemists to

If you could not dominate territory, you occupied specific product niches. Courtaulds, which the world marine coatings market, set a trend by occupying its niche on a global scale, followed by PPG in automotive.

Theirs has proved the best policy: they did not corporate indigestion as they grew by acquisition. Moreover, their research focused on markets likely to yield early returns because they could introduce new products or technology without a fight.

In contrast, ICI developed Aquabase, a good water-based paint for automotive OEM, but could not dislodge entrenched European competitors, PPG

business Herberts: each was separately strong in three or four countries but neither had enough volume; Herberts is now strong in eight European countries and will become an increasingly important regional player.

For the same token, other companies' low-margin decorative coatings, mass marketing is needed for sales volume and reasonable profits. Hoechst met the trend here, selling Berger to ICI in the UK in the 1980s. Similarly, Tikkurila of Finland sold Macpherson - Woolworth's paintmaker - to ICI to concentrate on Kemira, an industrial coatings business.

If economies of scale alter the paint prospects in these decorative markets, companies are best placed to achieve them. ICI is a strong marketer of premium brands in consumer and trade painters. Akzo developed a brand of medium-sized companies in the UK, then took over the Nobel, which - in the UK - had already absorbed Crown, which had already absorbed Berger.

Other successful decorative paint companies like Johnsen passed into French ownership, with Total now an international player. Petrofina, the Belgian oil giant, is also in the league through its coatings.

Independents can survive, but they have to be very good, such as Kalon, which makes "own-label" paints for DIY retailers. Its key is good logistics to ensure just-in-time distribution.

Small can still be beautiful, but your niche must be unworthy of a giant's attention, you will not be stamped on. An example is Carr's in Birmingham, or Wellburger, the UK subsidiary of the medium-sized Linde group of Germany.

The latter's strengths are in electronics - anti-static, flame-retardant, and high performance coatings in industrial environments.

And the role of the environment in all this? Not only does compliance with green laws cost money, but also research and development time - and there is little direct return.

Companies can only afford to spend resources on markets where they have enough sales volume to margin in their "niche" business in the environment. Every company's niche is likely to tighten further yet.

Ian Hamilton Fazey



Arsenal Football Club's stadium, Highbury, north London: Johnstone's Paints protective coatings have been used to protect thousands of square metres of structural steel in the refurbishment of the stadium

which thousands of colours and guarantee their work, whatever coatings technology was originally involved.

The debate symbolises the latest stage of evolution in paint markets. Even 15 years ago they were still largely national, with thousands of companies. International spread was mostly based on the history of European colonialism.

In the 1980s, ambitious suppliers of industrial coatings realised they had to follow their customers as markets regionalised under political forces like European union, or globalised under cost and efficiency pressures, as in car manufacturing or repainting ships.

Boats, trains, planes, cars and cans were all affected. A push for territory and presence began, led by BASF of Germany and ICI of Britain. Others, such as PPG of the US, which had developed the most corrosion-resistant electrocoat system yet for car bodies, started buying their licenses abroad.

though they were struggling to catch up with "me-too" products. Du Pont, which has a strong OEM and VR base in the US, will carry on alone.

Companies are refocusing on what they do best and where they can be in the top three in a world or regional market. They have to industrial buyers are reducing numbers of suppliers - in the case of Ford, to one per factory.

So ICI has also sold its aerospace coatings business to Courtaulds, now a leading transportation coatings specialist. In the US, Akzo sold its aerospace business to Dexter, but took over the latter's coil coating interests, while the two formed a joint venture in aerospace in Europe.

ICI's focus is now on its Dulux brand of decorative paints, VR, and can coatings, where it is the US leader and strong in Europe against BASF.

Similarly, the Swedish-owned Beckers has strengthened in European coil coatings, but its powder coatings

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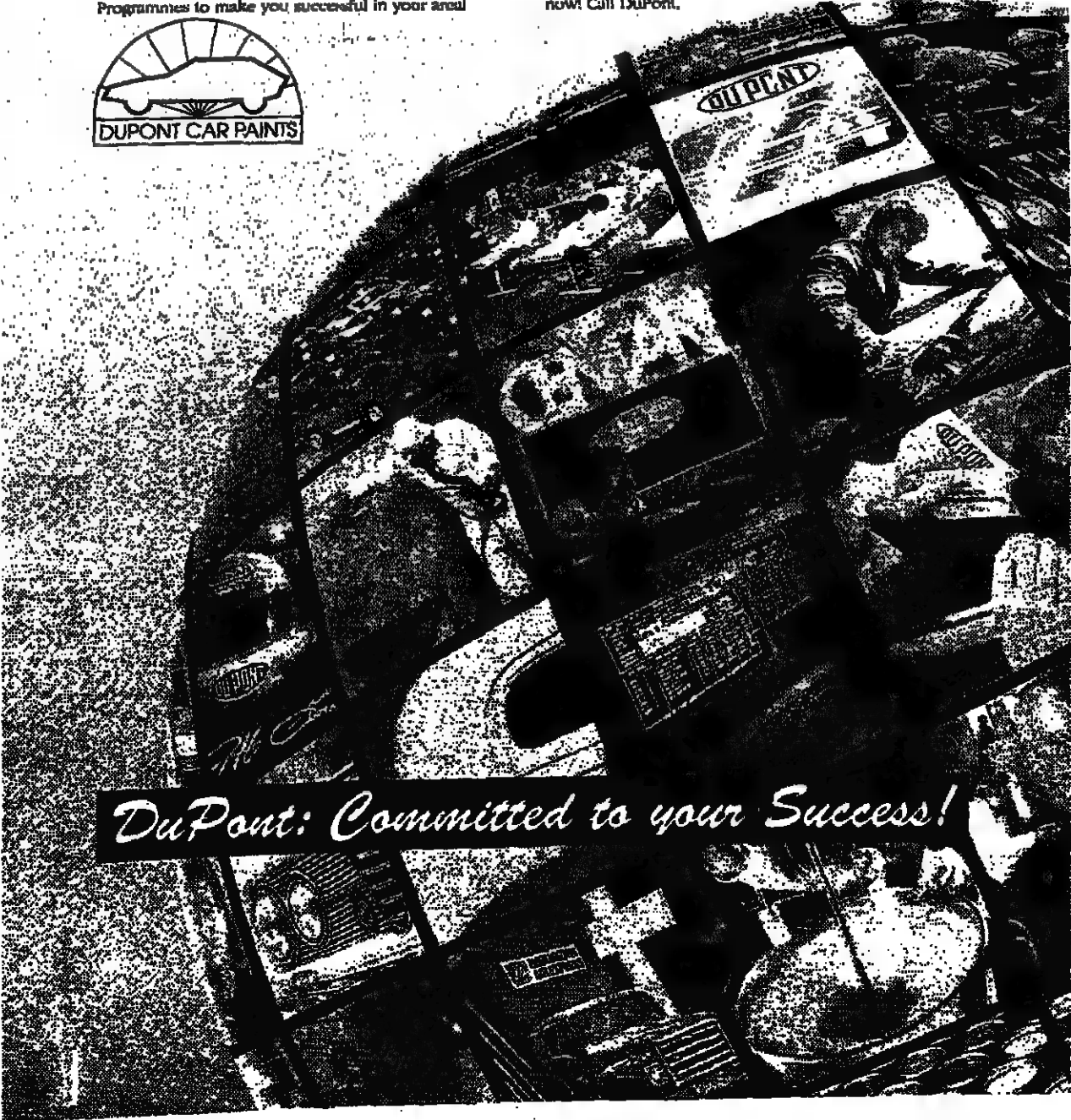
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PAINTS AND THE ENVIRONMENT 4

Environmental issues are the driving force behind vehicle refinishing paint technology

The 'refinish' market at a crossroads

Producers of coatings for repairing the paintwork of cars and other vehicles were slow to adopt new technology, but they are now making up for it, **Christopher Mann** reports here

For nearly 50 years from the mid-1930s, the UK crash repair market was dominated by cellulose paints. Nitro cellulose had been used to make explosives during the First World War. The development of cellulose paints for motor vehicle production lines helped mop up spare capacity.

These spray paints despatched traditional oil-based brush painting, were easy and forgiving to apply - and by the mid-1930s were widely available. They dried rapidly by solvent evaporation but because there was a high ratio of solvent to pigment, they needed a considerable number of coats to achieve an adequate paint film thickness.

Other countries, however, developed their own refinishing paint technology. In the US, acrylic lacquers were developed in the 1950s. In Germany, restrictions on the production of nitro cellulose led to alkyl-

based technology, the forerunner of today's refinishing systems. The latter's disadvantage was that the paint took too long to dry. Overcoming this



Christopher Mann, author of the article, says that colour-matching systems are one of the refinishing paintmaker's biggest financial commitments

spurred development of 'two-pack' paints in Germany. These are a chemical hardener mixed in with the paint, prior to use. The paint cured

through a combination of chemical reaction and solvent evaporation, aided by gentle heating, making them suitable for use on both production lines and body shops.

Also, because two-pack paints contained a higher proportion of pigment to solvent, coats were thicker to achieve the required paint film depth. In addition, unlike cellulose, rubbing down between coats was not required and a very high gloss finish was obtainable straight from the spraygun.

Moreover, by adjusting the base material and hardener formulations, a variety of characteristics could be built in, such as resistance to temperature, solvent resistance, flexibility and smoothness of finish.

Correctly applied, these paints were capable of fully matching, if not exceeding, the quality and durability of production line finishes. The drawbacks were that they needed a full environmental spraybooth and they generally contained iso-

cyanate, a respiratory sensitizer damaging to lungs, which made it necessary for painters to wear breathing apparatus. The new paints were also less forgiving to apply, requiring higher quality spray-guns and better trained painters.

The changeover from cellulose to two-pack paints was therefore slow in some national markets, but by the end of the 1980s, cellulose paints were becoming marginalised in bodyshops, largely through pressure from manufacturers who were insisting upon the use of approved two-pack paint systems if their anti-corrosion warranty was to remain in place after accident repairs.

Until the late 1980s there was very little interest in the environmental or health and safety implications of refinishing paint applications, and consequently very little by way of legislation.

The impact of these issues in politics has changed this. Environmental legislation is the significant force driving refinishing paint technology with paint manufacturers' research and development aimed primarily at meeting more stringent legislation without compromising paint quality, durability or application efficiency.

Initial UK legislation affecting vehicle refinishing was the Control of Substances Hazardous to Health regulations (COSHH) in 1988, followed recently by the Management of Health and Safety at Work Regulations - the MHSWR.

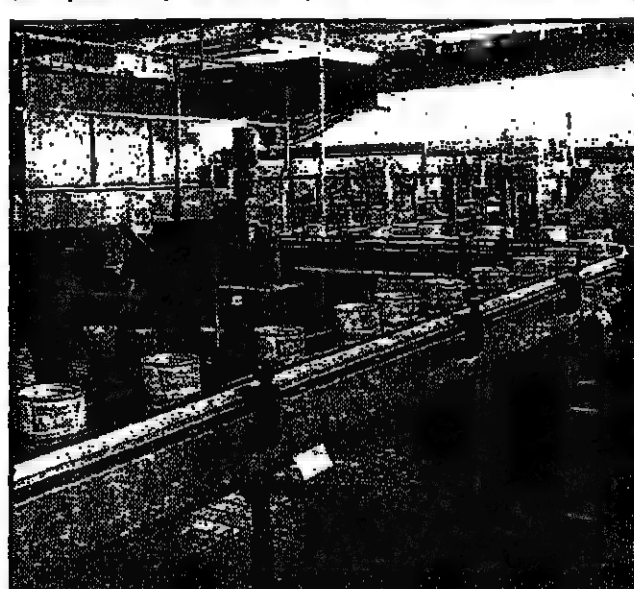
These have put considerable pressure on vehicle manufacturers and refinishers to improve health and safety standards. These, together with the Environmental Protection Act - the EPA - which came into force in 1990, have provided the UK with some of the most exacting anti-pollution legislation in the world.

The purpose of the EPA is to reduce and eventually eliminate the use of VOCs - volatile organic compounds - as solvents in coatings. VOCs are under sunlight with ultraviolet rays to create low level ozone - photochemical pollution which damages vegetation and can also cause breathing difficulties.

VOC emissions as paint



Spinning wheels apply paint in the paintshop at a bodyshop. Techniques in car plants can pose problems later for the refinisher attempting to duplicate original finishes



Eighty cans a minute; 3.5 litre containers of automotive topcoat paint from a high-speed filling line in Germany

by increasing the ratio of solvent to pigment or by replacing some, or all, of the solvent with a harmless pigment carrier such as water.

Another approach is to improve spraybooth filtration systems to prevent VOCs being released into the atmosphere, as well as improving paint application systems so that more paint ends up on the vehicle body than on the spraybooth floor.

Paint companies are obliged by law now to provide products which meet the staged reduction of VOCs required by the EPA. At present, the law

applies only to bodyshops buying more than 100 tonnes of VOCs annually, which have to have authorisation from their local authority to operate.

The limit has proved too high to affect any but the largest bodyshops - and use control has been limited further by the Department of the Environment allowing bodyshops to offset solvent products returned for recycling against purchases when calculating the registration threshold.

Bodyshops having to meet the two tonne requirements of the EPA feel that they are at a competitive disadvantage and there is a strong groundswell of resentment that the main pollution culprits are smaller, ill-equipped bodyshops not covered by the Act.

The EPA is, however, an amended Act which means that the DoE can make the present two tonne limit at any time. The industry is expecting reduction by the end of the year, possibly to one tonne, although the majority of industry observers are in favour of a much lower limit, a quarter of a tonne in some cases or even zero in others. In any event, the main elements of the VOC

well enable the strict 1998 VOC levels to be met without a switch to water anyway.

Paint manufacturers also watch what is happening in the car factories. There has been a dramatic increase in the use of 'pearlescent' paints and other special effects finishes such as 'clear-coats', already available in Japan. All of these developments will pose big problems for the refinisher in extended repair times and the special skills required to duplicate the original finish.

Part of the problem is the whole question of colour-matching. Vehicle manufacturers are introducing more than 1,000 colours a year - and it can take about eight hours in the laboratory to produce a refinishing paint formulation to match an original factory colour.

Colour-matching systems are one of the refinishing paintmaker's biggest financial commitments. The use of new materials on vehicles such as plastics and aluminium adds to our matching, applications techniques and product technology. It is clear that in the coming years the environment will continue to be the single most important factor influencing product development in refinishing paints.

In the past, different markets have had different refinishing paint systems. The sophistication of paint systems, and the level of research funding needed, means that we are moving rapidly towards global refinishing paint technology, with fewer companies having the resources or commitment to continue to develop in this area.

Moreover, continued reduction in paint solvent levels and improved applications techniques will inevitably result in the continued reduction in the volume of refinishing paint sales, though product costs will rise.

There are six multinational companies producing paint for the UK market: Akzo, BASF (Glasurit and RM), DuPont, Huls (Herberts Standox and Spies Hecker), ICI and PPG.

Industry observers ask if there is enough room for all these leading suppliers - or will changing strategies result in some of them increasing their market share by acquisition and others selling off their refinishing paint divisions?

The writer is publisher of *Refinish Magazine*.

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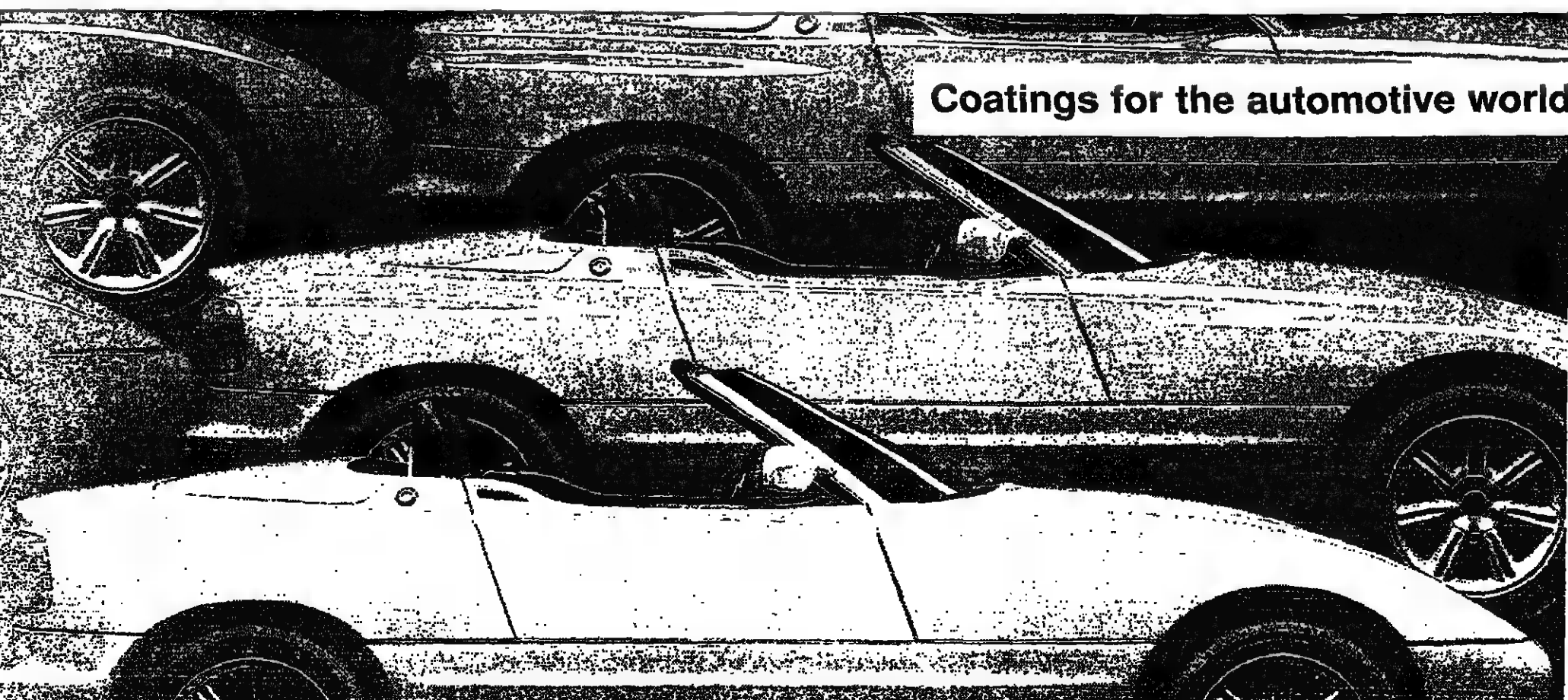
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Fortunately for the coatings industry, management skills have been well applied in the past couple of decades, writes John Asher

Emphasis on management

The seven ages of paint production

Much of today's coatings technologies conceived by the 1960s, before environmentalism was a twinkle in Californian eyes. Paints were being powdered and then in laboratories finding out the mechanisms by which some liquids could be solidified with ultraviolet light. Life in the coatings industry flowed on tranquilly, with all the excitement of watching paint dry.

Then marketing burst in on the scene. By the mid-1960s, the DIY industry was blossoming, and one of the largest single drivers was the multi-million marketing spend of large paint companies - with Haden, Valpar and Magiote setting the pace for Dulux and Crown to match.

Industrial paints remained aloof from these antics, considering a half-crown slipped into the lid of each tin for the paint shop foreman to be a more appropriate purchasing increment. Indeed, so successful was this approach that some foremen were known to pour fresh paint down the drain to keep up the supply of half-crown.

The industry's complacency was rudely shaken by the oil

crisis in 1973. Solvent quadrupled in price. Paint companies scurried to reduce solvent usage. Around this time, industrial coatings were trying to raise productivity in paint



John Asher, above, observes that industrial coatings companies have sought to sharply focus product ranges and globalise their marketing

shops. Previously, the painting process had been the chemical department at many factories, but the combination of rising oil prices and rising paint shop productivity gave a real impetus to new technologies. By contrast, decorative pro-

ducts were not enough to force radical change, but by the mid-1970s it was dawning on producers that California's quest for cleaner air was more than just an aberration among people who had spent too much time in the sun. Environmental regulations were set to become a fact of life for the paintmaker.

Gradually, companies caught up with the spirit of the times, and this became the age of divorce. Twenty years previously, paints were more or less single products across the decorative/industrial spectrum. But by the late 1970s, the strategic divorce of industrial and decorative paints had become completely different. Decorative paints, with the trade and DIY market driven by the needs and demands of their distribution channels.

With limited product differentiation, brands which had weathered oil shocks were easily peeled from the shelves of the DIY sheds if they failed to live up to their customers' expectations.

Industrial markets were differently driven. Users of coatings were globalising, and industrial coatings companies

had to become international managers. Backing the winning hand of new technologies became critical for each market, so technical competence was crucial. Environmental issues became fundamental drivers of industrial coatings strategy, while remaining marginal issues for decorative businesses.

As management processes and philosophy diverged, the divorce between industrial from decorative paints was the only way forward. If both parties continued to live under the same corporate roof, businesses with low critical mass in both decorative and industrial areas got rid of the weaker partner, or they were acquired by a stronger company who did it for them. Environmental pressures were now affecting the shape of the industry.

The number of companies supplying the retail market dropped as a result of the decorative shake-out, but the stronger industrial coatings companies still clung on to their industrial markets. For example, since most industrial coatings companies supplied coatings for metal,

and since powder coatings were taking a steadily increasing share of that sector, the companies which had supplied liquid coatings nearly all invested in powder.

At one stage there were 16 UK companies making powder coatings, with a smaller share than the harsh economic realities of the business would allow. A third was all that was needed for both efficiency of scale and competition. This is the number of significant powder coatings producers the UK now has.

As these rationalisations have peaked, the past few years have marked the end of portfolio restructuring. Decorative businesses have been regionalising within industrial businesses have sought to focus and globalise.

With the exception of specialty finishes, particularly wood finishes, truly international retail brands are still thin on the ground. 'Own-label' manufacturers such as Baxi are regionalising in Europe to exploit their manufacturing operational skills and build the economies of scale which are vital to them.

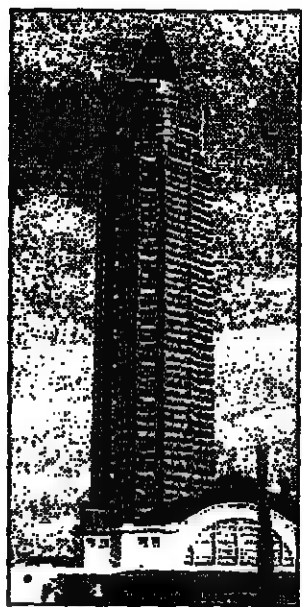
Environmental pressures on decorative architectural coat-

ings are growing but are still an insignificant driver of strategy compared with distribution channels and manufacturing economies of scale.

The do-it-yourself paint consumer continues to buy on basis of price, colour and finish from any brand, an own-label brand, perceived to have a good reputation. Environmental considerations are well down the list of purchasing determinants.

Industrial markets, by contrast, are increasingly constrained by environmental regulations: coatings and coating procedures with lower environmental impact have become critical in every sector. With no industrial coatings company can now keep up the pace in all these historical markets whilst trying to globalise and master all the technologies required, portfolio changes have recently been frequent as our boot licks. They have radically affected nearly all industrial coatings suppliers as they seek to build competitive positions.

Today's important question is: 'What is the next step, and what will happen in the next decade?' Portfolio restructuring will continue, but at a slower pace in some sectors as some of the number of competitive coatings suppliers is approaching the minimum that the market will tolerate to remain competitive suppliers. Aerospace manufacturers now



A leading application for powder coatings is for aluminium facades - as used extensively on the exterior of the Commerzbank tower in Frankfurt, Germany

really only have a choice of coatings suppliers while automotive manufacturers have a choice of less than five. This will be the limit to what companies may have rather hurriedly swallowed during the past few years. It will be the age of management. Fortunately, management is something the coatings industry has become rather good at over the past couple of decades. Coatings technologies which are

heavy chemical majors, rightly supply more than their fair share of managers, culture and ideas - their institutionalised parents.

Managers with a coatings background, those with quite a modest amount of ability, have had to develop good strategic understanding, high customer care skills, long term customer-supplier relationships, high quality products efficiently produced - all the ingredients of successful modern business. Often they interface with state-of-the-art equipment in their daily work and some of the best industrial strategy and practice rubs off to the private.

Environmental pressures have pointed the direction for the industry. That has arrived safely is because its management has risen to the challenges and thrived on strong and fruitful links with the customer. This should be a formula for success, in any age.

The writer, John Asher, has worked in the coatings industry for 25 years, with 10 years as a director of sales and marketing. He has written 11 books as managing director of Crown Industrial Products. He is now a consultant working in the chemical industry and author of the Financial Times Management Report, 'Managing Coatings - A Time of Change' published in 1991. His price, £12.95, ISBN 0 9461.

Consumers are willing to pay more for easier-to-use, water-based coatings, says Roland Adburgham

Woodcare products: no backwater sector

The cat depicted walking along a fence on cans of Cuprinol's 'Garden TimberCare' isn't there as a piece of whimsy.

Nor are the flowers gaily flourishing along the bottom of the fence. The illustration's intended message is: this product won't hurt either your pets or your plants. Cuprinol's research showed this was consumers' first concern - even more than the safety of their children (it may be charitably assumed that if people believe a product is safe for animals, that includes offspring.)

The sales growth of such water-based fence coatings was nearly 13 per cent in Britain last year. Other exterior woodcare products are flourishing. Roncraft says its water-based woodstain increased sales by 45 per cent in 1993. This has countered static or declining sales in other sectors of the market, although Roncraft, the market leader in interior varnish, is encouraged this year by the strengthening of the housing market.

Overall, the consumer market - mostly through do-it-yourself stores - is estimated to have expanded last year

by 4.5 per cent to £11.1m. In addition, there is the trade market of around £50m and an industrial market of about half that - "woodcare products are assumed to be a bit of a backwater in the surface coatings industry - but that couldn't be further from the truth," says Mr Jim Byrne, Cuprinol's marketing director. "It is a quarter the size of the paint industry - and growing. It is a dynamic, thriving industry, in contrast to the surface coatings industry which is very static."

He admits woodcare has had a prosaic image compared with paint. It is one the industry leaders seek to counter with television advertising campaigns, capitalising on the broadening appeal of natural wood within the home and the increasing exterior use for window frames. The market itself ranges from

products which prevent decay to decorative finishes. Cuprinol, which is based in Frome, Somerset, and was acquired by Williams Holdings in 1986, and Roncraft, owned by the US company ICI Products, each have about a quarter of the consumer woodcare market.

With smaller shares of the retail market are Sikens, Sadolin and Dulux (ICI), although these three have larger shares of the trade market.

Innovation is being stimulated by the trend away from solvent-based products to water-based products with low-odour formulations. The driving force for this is the consumer: water-based products are quick-drying and brushes can be washed out. They also cost more and,

in most cases, the performance has yet to equal solvent-based products - they do not penetrate as deeply and are not as durable. The water-based formulations are more complex but the consumer is prepared to pay a premium to have the convenience.

In contrast, Mr Byrne says, the professional trade still has "considerable resistance" to water-based products as it is more concerned with performance and price. In the retail market, where consumers make only occasional purchases, it is the convenience, rather than environmental factors, which is at the forefront of their buying decisions. Mr Ged Shields, marketing director of Roncraft, says: "Our research shows

consumers are much more concerned with the home environment, rather than the wider environment."

Mr Shields says it is generally agreed that water-based products are in fact more environmentally friendly, although the equation is complicated.

Solvent-based products, using mainly white spirit, evaporate into the atmosphere where they mix with vehicle emissions to cause smog.

On the other hand, water-based products, being less durable, will need to be used more frequently, which has implications for energy and packaging use. Then there are the chemicals which are washed out of the brushes and into the drains. Health and safety legislation affecting UK woodcare products was virtually non-existent only a decade ago, but now, says Mr Byrne, "we are one

of the most heavily regulated industries within the do-it-yourself sector."

The main legislation on the use of pesticides is the Food and Environmental Protection Act 1985. A product which makes any claim as a preservative has to be registered with the Health and Safety Executive; in 1990, it banned the use in consumer products of lindane, pentachlorophenol and tributyltin oxide. Cuprinol, the preservative market leader, had already replaced these with acetylated zinc and permethrin. More reforms are coming with European directives on formulations, labelling and containers.

Mr Byrne points out that while manufacturers have to ensure their products will not harm, for example, bats in hives or bees in hives, consumers want to know a preservative is effective, especially because the combination of the damp UK climate and low-quality softwood encourages decay - "a claim of potency is a good marketing claim," he says. "We have to make the product as effective as possible while as safe as it can be - there is a trade-off there."

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PAINTS AND THE ENVIRONMENT 6

■ PRODUCT DEVELOPMENT

Radical shift in attitude

So where is the paint industry going? From what its leaders say, there has been a fundamental change in attitude, with not only new products developed or in the way, but also fresh approaches to management, writes Ian Hamilton Fazey

Paint product development is dominated by the move to use organic compounds (VOC) in solvents. There is one answer. Other coatings have higher proportions of solids - pigment and resin - than before. Meanwhile, some companies are specialising in powder coatings, which have no solvent at all.

In all companies there has been a shift from research. Beckers, the German paintmaker, now calls its laboratories the product development department, typifying a growing concentration on working up what the industry now has, rather than looking for something new.

"Purer" work is going on - but at least such as the Paint Research Association, where it is jointly funded, or at some universities, where projects are sponsored. In companies' own labs, work is focused and driven by the needs and problems of industrial customers.

These relationships with the users of industrial paints are deepening and changing.

ing paints companies' approach to management. There has always been symbiosis, particularly in the automotive industry, where paintmakers have given car manufacturers guaranteeable anti-corrosion technology.

The car business now exemplifies the latest management developments. Numbers of competitors for OEM - painting cars during manufacture - have been reducing steadily for 10 years.

But while four or five remained, competitive supply still had much to do with the price of paint.

Now, both paintmakers and paintmakers have realised that having fewer paint companies supplying the OEM market - worth about \$550m a year in Europe alone - is the way to lower overall costs. As Dr Marvin Hartman, one of PPG's leading chemists, puts it: "There is a lot more cost in painting than the cost of the paint. It's the whole process of getting it on to the car."

Dr Marvin Hopp, chief executive of BASF's Farben division, says: "Only one is the cost of paint. The process is much more costly."

There is a move away from stupid competition on raw material prices. It is the cost of paint, not the cost of the paint, that matters, including the process cost.

There is a move away from stupid competition on raw material prices. It is the cost of paint, not the cost of the paint, that matters, including the process cost.

should therefore pay more per litre is another matter. Changing the pricing structure offers better prospects.

The automotive industry is making this possible by moving away from competitive supply at individual plant level. Car-makers may retain several paint suppliers overall, but will give a franchise to only one per plant.

PPG and BASF have now emerged as the new front runners in the market, each is adopting a different approach. PPG thinks paintmakers should concentrate on the painting process, with PPG managing and staffing the paint shop. BASF is openly hostile.

"There is enormous price pressure and pressure is trying to bring in savings," Dr Hopp says. "We are very good at making paint, but not necessarily at other things. We believe that by bringing together experts in car manufacturing, paint supply and application equipment manufacturing - as well as those in car design or design of car plants - we can work as team to optimise the whole process."

Mr Austin O'Malley, who has been responsible for building PPG's OEM presence in Europe, disagrees.

"The body of knowledge about painting cars is now resident in the paint industry," he says. "We have the experience, knowledge and resources - and the critical mass. You need to be able to provide eight people per shift to replace the car company's own engineers. We are now big enough to offer this. Most of our competitors are not."



Advanced application systems: a cathode electro-coat (CED) tank at the technical centre for vehicle finishing at Herberts - part of the Hoechst group - located at Wuppertal, Germany

The answer to the question of which approach is better - or if neither is - will be decided over the next 10 years of individual factories of Ford and General Motors as they pump for one supplier at each - and the management system to go with it. It will be a new type of competition to that of simply undercutting to supply cheaper paint.

Meanwhile, technology is driving the

sprayed powder is collected and recycled. The process works well on items like aluminium extrusions for window frames, under-the-bonnet car components or office light fittings, but films are thick and achieving a hard gloss is difficult.

The powder market was very fragmented, with a few companies - notably Courtaulds Coatings of the UK, Herberts of Germany and Ferro of the US - trying to solve the problems.

Laporte, which now owns Evode Powder Coatings in the UK, is developing powder application methods for plastics - and aims to threaten wet paint in this segment.

Courtaulds believes thinner films - the key to challenging wet industrial paints - will be achieved through engineering as much as chemistry, by milling to the fine particle standards of the cosmetics industry.

Formulation - resin design and deciding the ratio of pigment - will become more critical, and cannot be done by anyone.

Partnership with industry is also important here. Euramax, the aluminium coil coater, is experimenting with powder, though using single sheets of metal, rather than a continuous strip as at present.

Mr Roger Taylor, the chief executive, says powder offers multi-coloured and embossed finishes - impossible with wet paint, which provides a uniform coating. Meanwhile, director Mr John Bernie says the Paint Research Association is looking at more radical technologies.

For example, a biomimetics programme is studying how crabs and lizards develop natural coatings from waterborne compounds in the sea, which will not degrade in water afterwards. The implications for waterborne paints, which are at present more suited to indoor than outdoor use, are obvious.

Rising prices for the paint ingredient, titanium dioxide

Triumph tinged with irony

This year is an important one for the users of triumph for manufacturers of titanium dioxide, reports Daniel Owen

A triumph of price rises in titanium dioxide - a vital ingredient in paint, plastic and paper manufacturing - is pushing the average price around the world towards \$2,000 a tonne.

But the triumph is tinged with irony: so deep were the price cuts during the early 1990s, that even at \$2,000, the price is barely what it was four or five years ago.

For the first time since the start of the decade, titanium dioxide producers have managed to make price rises stick. Most recently, US producers, led by Titanium subsidiary SCM, last month raised prices by three pence a pound, or from

about \$1,920 to \$2,000 a tonne.

This rise followed a price hike by European producers last year. They attempted to raise prices by up to 20 per cent and succeeded in implementing 10 to 15 percentage points of that. They are beginning to push the price through now, according to Mr Jim Fischer, president of the Jersey titanium dioxide consultancy, International Titanium Management Association.

The European price rise was so much higher than that in the US partly because they were a response to falls over the previous 12 months that were some of the sharpest in recent history. The partial collapse of the European exchange rate mechanism in late 1992 and 1993 "washed down" titanium dioxide prices in Europe, says Mr Alan Fisher, chief executive of ICI subsidiary, Titanium

As currencies of countries which have titanium dioxide manufacturing plants fell - they washed down the price of titanium dioxide. Prices across Europe had to fall to match the new lower prices. According to Mr Fischer, prices fell by 20 per cent in Europe during 1993 before October's rise.

In the Asia Pacific region, the trend has been similar although prices are historically lower. The published capacities of the world's titanium dioxide plants are added up. According to Mr Fischer, this represents real capacity by about 300,000 tonnes a year because many

are still rising.

The success of this turnaround in world prices for titanium dioxide are only partly temporary recovery: changes in capacity and patterns of demand have meant that some plants are approaching maximum output much more quickly than they would have done five years ago.

Total world capacity is 3.7m tonnes a year, if the published capacities of the world's titanium dioxide plants are added up. According to Mr Fischer, this represents real capacity by about 300,000 tonnes a year because many

manufacturers have allowed some plant to fall into disrepair during the last few years of chronic low world prices.

Then, world consumption is less than 3m tonnes a year, implying over capacity of 400,000 tonnes a year. But some plants are already operating at very close to capacity because of the high demand for one kind of titanium dioxide, that produced by one of the chloride processes of manufacture.

Titanium dioxide, made by the chloride process, is in greater demand than that made by the sulphate process because of its technical characteristics such as durability and glossiness in paints.

Research by Mr Fischer suggests that the average chloride plant is operating at 93 per cent capacity which the average sulphate plant is operating at about 60 per cent. This helps explain why the price rise has been led by SCM and in Asia by Du Pont, which are highly dependent on the chloride method.

In the past, the arguments over which of the two methods is better have centred on the apparent ecological unfriendliness of the sulphate method. Mr Fischer argues that environmental laws mean that any sulphate plants still operating

are as clean as their chloride rivals.

He defends the sulphate process, perhaps not surprisingly because Tioxide has more sulphate capacity than chloride. He says that sulphate-produced titanium dioxide is more suitable for drying films and that in any case 70 per cent of consumption has a choice of using the material from either source.

In the end, it may simply be price that decides if manufacturers continue their trend towards relying on the chloride process.

Mr Fischer says that the sulphate process is an inherently higher cost method of production. This is bad news for the European manufacturers which still use it to a great extent. Although there are some high efficiency sulphate plants, such as Tioxide's in France

and Spain, and Rhône Poulenc in La Havre in France, most of the impetus of the European price rises in Europe, says Mr Fischer, is "cost-driven".

The US and Asian producers, especially SCM and Du Pont, on the other hand, have been able to raise prices simply because they could.

"They were market-driven rises," he says. In the short term the effect would be to pass the cost of titanium dioxide on to the 70 per cent of titanium dioxide manufacturers that use the chloride process.

Eventually, price bargaining and discounting will force again take the cost of the titanium dioxide stage, and then the growing profit margins of the chloride producers could severely damage the health of the higher cost sulphate plants.



Mr Fischer, member of Management Board of Akzo, previously President Nobel Industries

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CREATING THE RIGHT CHEMISTRY



صكنا من الامل

SWITZERLAND

Friday April 8 1994

Manufacturers worry that their domestic orders have fallen: Page II

AlpTransit proposes two new high speed rail tunnels to Milan: Page IV

By any measure, Switzerland is doing pretty well.

It has a strong currency, a resilient economy, a restored status as a banking centre and a relatively tranquil social and political life. It even has some fresh outside endorsements.

The Economist newspaper recently pronounced Switzerland the world's most desirable country in which to live, on the basis of a synthesis of economic, social, cultural and political statistics. And a survey last month by International Survey Research found that Swiss workers were the most satisfied in Europe.

It represents a change from the late 1980s when a business and government uncertainty about European integration were undermining Swiss confidence.

But beneath the surface doubts and problems persist. Having decided in a referendum 15 months ago to keep their distance from the European Union, the Swiss remain bemused by the integration process going on around them.

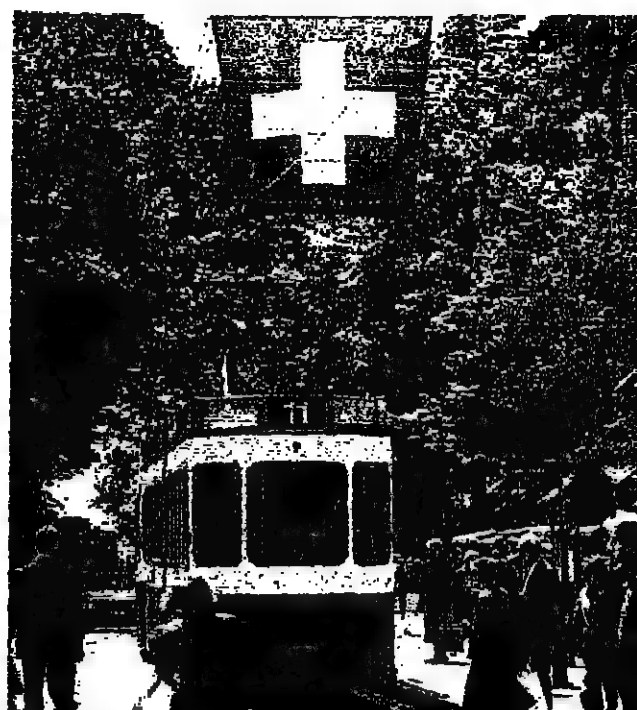
They also sense that the strategic assumptions on which they have anchored their policy of armed neutrality for nearly 200 years no longer hold, but they are not sure how they should fit into the post-cold war world.

And they are startled by an increasingly raucous tone in their internal political debates, reflected in a sharp polarisation of voting patterns in recent local elections and the tragic inability of all levels of government to agree on a policy for dealing with the country's outsize community of hard drug addicts and dealers.

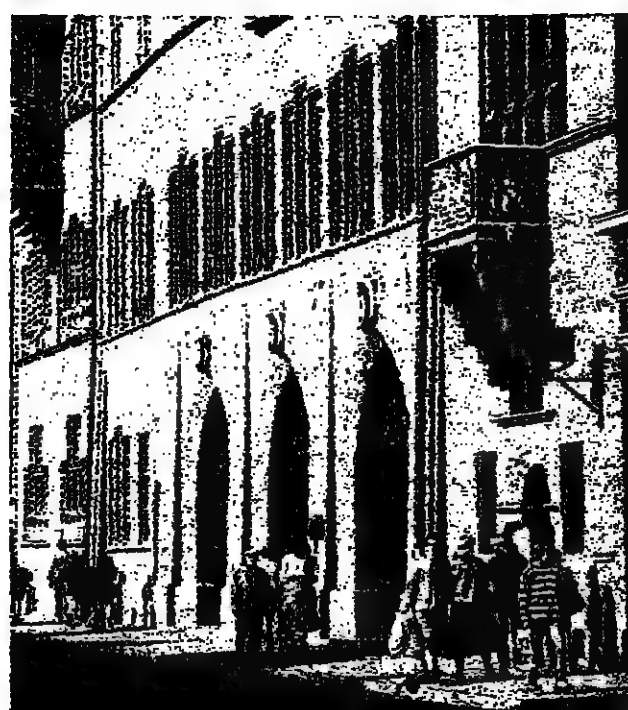
For the moment, though, most Swiss are probably just relieved that things are going as well as they are.

In late 1992, as the debate swelled over whether or not the country should join the European Economic Area (EEA), political and business leaders warned of dire consequences - an erosion of industry and a slumping economy - if the EEA was rejected.

In the event, the people



Trains trundle through Zurich, sidle gambol in the snow at Verbier, the Rathaus cathedral stands grandly in Basel - and the Economist newspaper, reading the statistics, recently pronounced Switzerland the world's most desirable country in which to live



Increasingly awkward position

Despite a resilient economy and a tranquil political scene, the Swiss remain uncertain about their future in a more integrated Europe. Ian Rodger reports

by a small majority stay of the expanded free area which unites the EU and the countries of the European Free Trade Association (Efta). Yet so far no significant negative consequences can be directly attributed to this decision.

On the contrary, there is widespread agreement, even among European integration advocates, that the decision has bolstered Switzerland's previously flagging status as a financial safe haven.

New investment funds have poured into the country in the past year at a rate not seen since the early 1970s when the central bank ultimately had to impose negative interest rates to staunch it. While it is true that external events - a new withholding tax in Germany and political turmoil in Italy - provoked these flows, it is also true that much less of it would have come to Switzerland if the country had joined the EEA.

The inflow - which in fact began a few months before the EEA vote - enabled the Swiss National Bank to begin lowering interest rates well before

other European central banks, and that in turn helped reduce inflation and lay the base for the economic recovery which seems to be getting under way this year.

Whether the EEA decision has had any structural impact on industry remains unclear. Corporate investment has been at a low level anyway, and the rise of unemployment to record levels in the past year is attributable mainly to higher female participation rates and the tendency of guest workers not to return to their countries when they lose their jobs.

Nevertheless, there remains an uneasy sense that some day a price will have to be paid for the arrogant isolationism which has kept the country out of the European club - a sense that was heightened last month when, in a referendum, a majority voted to ban all transit lorry traffic from the Alps from 2004. Swiss authorities may say

that this EEA decision was motivated entirely by narrow-minded protectionism and is in the mainstream of progressive European transportation policy, but neighbouring countries have been alarmed by this unilateral move and have already threatened retaliation.

Planned negotiations later this year between Switzerland and the EU on other air and road transport issues will not be made any easier, and Swiss air, the national airline, could find itself unwelcome at some EU airports.

The federal government finds itself in an increasingly awkward position on European matters. It is caught between its conviction that integration is essential and inevitable for the country's future welfare and security, and the mood of

the Swiss population, which shows no sign of having shifted since the EEA vote.

This discomfort was reflected in a foreign policy statement in December which rejected the goal of Swiss integration into the European Union, but eschewed setting any timetable for it, for fear of stirring up the Europhobes.

The otherwise bland statement did contain one remarkable chapter - devoted to the issue of neutrality. It effectively laid the basis for jettisoning this sacred foundation of Swiss foreign policy, arguing that neutrality was never an end in itself, but merely a means of preserving Swiss independence.

The paper suggested that today, when 70 per cent of

imports come from EU countries, Swiss independence is threatened more by not having a say in EU policymaking than by any hostile military power.

So far, the Swiss have shown little inclination for full debate on strategic policy, but this could change soon. In June they are to vote in a referendum on providing blue helmet troops to United Nations peacekeeping operations, which should refocus attention on strategic issues and the future role of the Swiss military.

The country still has one of the largest armies in Europe, with 600,000 men capable of being mobilised within a few hours. The government decided, three years ago, that such a large force was no longer necessary following the collapse of the Soviet empire.

From next year, force levels are to be reduced by a third, with whole regiments disappearing. So far, this restructuring has not been accompanied with the howls of protest that greeted similar cutbacks in other countries.

It could have a big long term social impact. The militia army has long been one of the few unifying forces of Swiss society - the "Place de la Concorde" where men from all social strata and linguistic groups get to know each other in testing circumstances.

Some people fear that the country is already showing signs of losing its delicate cohesion, and that social and political debates are becoming too strident. This has been especially apparent in the Zurich region in recent months, as public anxiety over rising drug crime has mounted.

The marginal right wing Swiss People's Party (SVP) seized on this anxiety in recent elections in the country's large

city, campaigning aggressively against the liberal approach of those it sneeringly called "die Linken und Netten" (the Lefties and the Dogooders) to the drug problem.

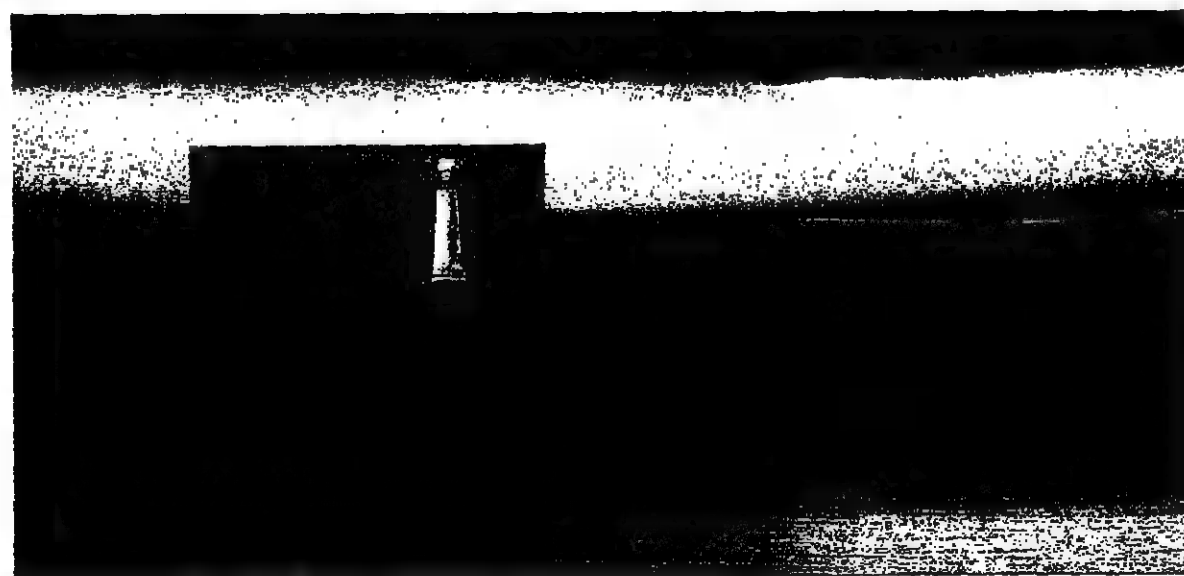
The people responded, voting in 19 SVP representatives to the 125 seat city council on March 6, compared with only seven in 1990.

It was hardly a coincidence that the federal government, which has dithered over drug policy for years, leapt into action the following week, passing tough new measures to curtail the rights of asylum seekers. Many drug dealers in Zurich are former Yugoslavs who have exploited the asylum law to avoid extradition.

Civil rights activists were appalled, and opinion leaders in distant French-speaking cantons grumbled about further proof that the nation was being forced to subordinate its priorities to those of Zurich.

It all seems a bit un-Swiss, but it would be wrong to forecast any serious deterioration of the still exceptionally high quality of life in the country. The Swiss are too tough and practical to let that happen.

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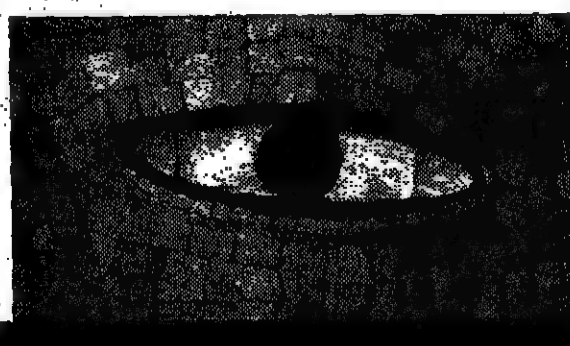


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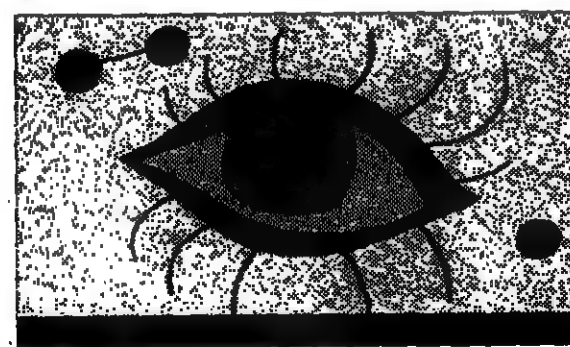


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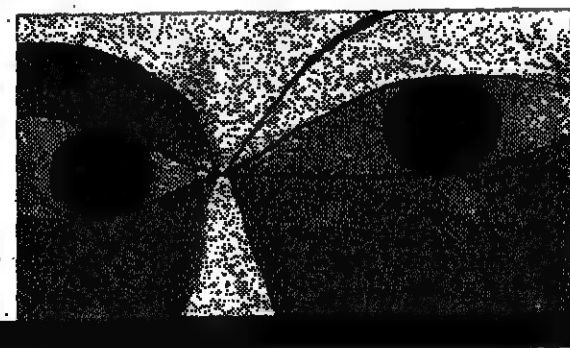
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SWITZERLAND II

Andrew Fisher reviews the state of manufacturing industry

Domestic orders have fallen off

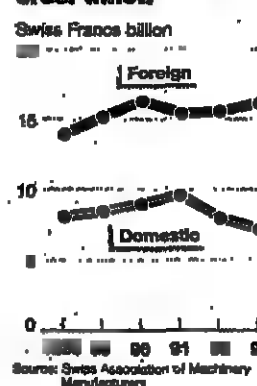
For a country of more than 7m people, Switzerland has some of the most internationally-oriented companies in the world. Many of them are more abroad than at home and some - notably in the textile machinery sector - even produce more outside than inside their own country. In the mechanical and electrical engineering industry, exports account for nearly 80 per cent of total turnover.

Yet there is a worrying aspect to this success in foreign markets. It is not that companies' performance is as closely tied to growth elsewhere, notably in Germany. That is the overall competitive and economic environment in

home market having disappeared since 1991. Mr Thomas Gasser, the VSM president, is arguing strongly for a political decision to prevent capital investment being postponed until the introduction of value-added tax in 1995.

The VSM estimates that at least 10 per cent or some SFr1bn of investment which would benefit VSM companies could be delayed. The reason is that VAT will not be levied on such investments, unlike the previous indirect tax system. What is the outcome of this issue, the VSM does not see the chance of an overall improvement in its members' business this year. "I'm moderately optimistic about 1994," says VSM's director Mr Martin Erb. "I expect more orders from abroad and I hope domestic orders will stabilise."

Engineering industry order inflow



Source: Swiss Association of Machinery Manufacturers

which companies are used to operating. The domestic industry is also domestic orders have fallen so sharply in the past few years that, according to the Swiss Association of machinery manufacturers, new domestic orders fell by almost 10 per cent in 1993, a near 17 per cent collapse in 1992. Foreign orders rose by 8 per cent, producing an overall decline for 1993 of 1.2 per cent.

Although domestic orders picked up strongly in the fourth quarter, that was only because of some large orders from the army and Swiss rail ways. With a quarter of its

home market having disappeared since 1991, Mr Thomas Gasser, the VSM president, is arguing strongly for a political decision to prevent capital investment being postponed until the introduction of value-added tax in 1995. The VSM estimates that at least 10 per cent or some SFr1bn of investment which would benefit VSM companies could be delayed. The reason is that VAT will not be levied on such investments, unlike the previous indirect tax system. What is the outcome of this issue, the VSM does not see the chance of an overall improvement in its members' business this year. "I'm moderately optimistic about 1994," says VSM's director Mr Martin Erb. "I expect more orders from abroad and I hope domestic orders will stabilise."

Much of the order inflow in Germany, by far the largest customer. The European Union accounted last year for just under 30 per cent of the industry's exports, which were down slightly in the region overall. The VSM is not over-optimistic about the immediate prospects for the German economy and thus for the rest of Europe.

Helping to cushion the trend near to home has been an explosive growth in Asian markets. Leading them last year was China where machinery by the Swiss machinery and electrical sector rose by 59 per cent. China thus overtook Japan as the industry's largest customer in Asia.

Altogether, exports to Asia rose by more than 9 per cent, with steep rises in Malaysia, Hong Kong and Singapore. The such successes could not wholly compensate for the problems elsewhere. The volume of VSM companies last year fell by 8.5 per cent to SFr24.1bn.

Mr Gasser, the deputy VSM executive of ABB Asea Brown Boveri, the Swiss electrical engineering concern, has no doubts about the innovative abilities of Swiss companies as

slowly, cautiously and without flamboyance - rather like the Swiss themselves - the economy is recovering from a recession which has pushed unemployment up to levels not seen since the second world war.

Switzerland's recession lasted around three years and only in the third quarter of 1993 did the economy start to move back into growth. Although a recession may be unrecognisable as such to anyone from Britain, the US, or currently even Germany it has caused considerable damage in a small country as dependent on foreign markets and investment for its prosperity.

Even now, economists are wary of promising too much for 1994. "We've probably reached the trough of the economic cycle, but we are still in the very early stages of recovery," says Mr Alois Bischofberger, head of economic research at Credit Suisse. "Most people haven't realised this incipient recovery is taking place yet, as the labour market is relatively weak."

It is likely to stay weak for a while. At just over 5 per cent, nearly 800,000 people, the jobless level will continue to be a dampener on the recovery, holding back private consumption, which is expected to show little growth this year.

Mr Georg Rich, chief economist at the Swiss National Bank, says a stronger recovery is expected than currently expected would be necessary to bring down unemployment significantly. "I don't see a turnaround [in the jobless figure] this year, but if the revival accelerates next year, then it will decline further."

The general expectation is that the recovery will be

they strive to reverse this trend. "We're as good as anybody else," he says. "Large countries have all been decentralising. This will spur innovation."

Also, he stresses that Switzerland's traditional reputation of quality, efficiency and precision on the labour front will continue to stand industry in good stead. "From the competitive point of view, I feel fairly strongly that there's nothing wrong with industry."

Where he does see a problem is in the structural rigidities which have developed in the Swiss economy. The Swiss are

growth of between 1 and 1.5 per cent in 1994 after a dip in 1993 - hardly enough to put much of a dent in the jobless total. But the high unemployment level also reflects the fact that fewer foreign workers are returning home, now that immigration rules have been relaxed.

Also, improved benefits have encouraged people to register as jobless. More women are tending to join the unemployment statistics when they lose work rather than drop out of the labour market.

In addition, as part of the worldwide industrial restructuring process, many companies - especially the larger ones - have shed labour to become more efficient and competitive. It will be until the late 1990s, both jobs and capital investment may benefit to any real degree from economic growth. Next year's economic growth rate is likely to exceed 3 per cent, with exports up by around 4 per cent (against less than 3 per cent this year and a marginal decline in 1993) and capital investment rising by some 3 per cent after a 2 per cent drop last year.

Exports have risen relatively well in the recession; in 1993, they gained more than 3 per cent. This is partly because Switzerland's exports are more diversified than most countries in south America and Asia, though they account for a relatively small part of total sales.

used to living well and earning and monopolies have been allowed to prosper.

Mr Gasser does not think there is enough urgency, either in the government or among the population, in pursuing this task. "We're less happy with ourselves," he says. "Capital groupings and local public purchasing in other areas - both of which the government is now trying to combat under its 'revitalisation' programme - affect industry's costs, he points out.

Because of Switzerland's high productivity and longer

THE ECONOMY

Pundits are wary

This year's export growth will, despite the strength of the Swiss franc, benefit from recovery in the US, continued buoyancy in south-east Asia and an improved economic situation in Europe, notably in neighbouring Germany. But with industry operating at little more than 80 per cent capacity, compared with more than 90 per cent in the late 1980s, there is still plenty of slack to be taken up before the employment situation benefits.

Productivity growth is now between 1.5 and 1.8 per cent a year, says Mr Bernd Schips of the economic research centre at the Federal Institute of Technology in Zurich. "We need overall growth of more than 2 per cent, otherwise unemployment will stay high this year and next."

To understand the significance of a 2 per cent jobless rate - Mr Schips calls this "unbelievably high" by Swiss standards - it is necessary to remember that unemployment was unknown in the 1960s and did not exceed 1 per cent until the mid-1980s. In his report on the Swiss economy last year, the Organisation for Economic Co-operation and Development (OECD) said unemployment was one of the problems that could undermine some of the country's long-enjoyed advantages.

It also highlighted the need for a structural shake-up in the economy. The government has already embarked on a "revitalisation" programme, spurred

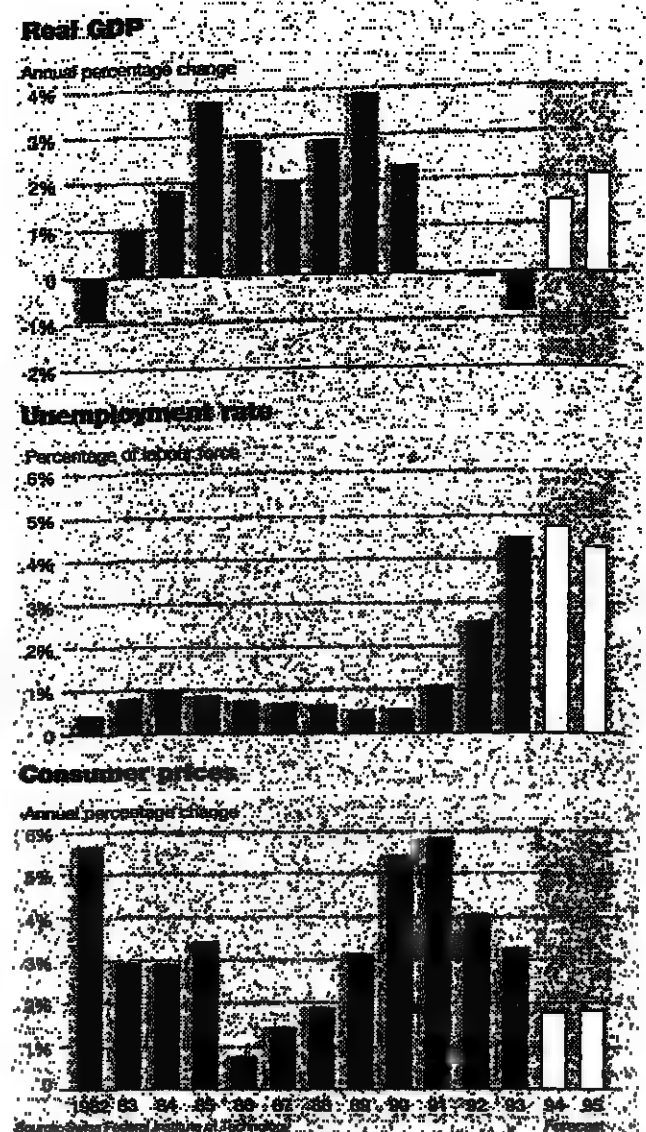
by the need to act after the Swiss people turned down membership of the European Economic Area (EEA). The programme covers competition policy, the liberalisation of immigration rules, education and research, and trade, both international and internal.

Cartels need to be eliminated. "Cartels are widespread in the economy," Mr Bischofberger says. "The domestic economy is one of the most cartelised in Europe." Stronger action on this would help bring down prices, an obvious example being in the car business where importers have a monopoly.

Another area which needs to be tackled effectively is local protectionism in procurement policies. "In some cantons," Mr Bischofberger points out, "administrations and schools are not allowed to buy products and services outside the canton or even their municipality." The aim is to benefit local producers, but the effect is to keep prices high.

If Switzerland's revitalisation programme is successful, its traditional strengths deriving from a skilled workforce, harmonious industrial relations, first-rate infrastructure and corporate innovation will be enhanced. With inflation falling towards 1 per cent, even though the rate in 1993 was a value-added tax (VAT) system will give a one-off boost to economic stability, it is being newly consolidated.

That still leaves the problem of the budget deficit. At nearly SFr14bn, it is the largest of any



cent of gross domestic product. The ending of VAT will help ease this, but the government has to wait. Mr Gasser cites the case of a young economist who would probably

earn at least SFr5,000 a year more if he joined the federal government than if he went to a bank paying market rates.

Andrew Fisher

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سكان العالم

Ian Rodger looks at the banking business

1993: 'annus mirabilis'

Swiss banks, which are active in international asset management and securities and currency trading still bank in the spectacular success they enjoyed last year.

Most admit, however, that they benefited from a remarkable conjunction of positive interest rate falls throughout the year, driving bond prices higher and encouraging investors to shift more funds from fixed income instruments into equity markets. The Swiss share price index advanced no less than 40 per cent during the year and volume was active on the Swiss stock-exchanges throughout the year.

Introduction of a withholding tax in Germany and continuing political turmoil in Italy encouraged more and more foreigners to store their savings in safe, stable Switzerland.

Swiss banks are normally reluctant to reveal the size of the funds they manage, but several reported that the amount rose by a third or more. Baser Holding, the parent of Bank Julius Baer in Zurich and one of the few to divulge fund figures, said its funds under management jumped 38 per cent to Sfr45bn.

Meanwhile, continuing international instability enabled Swiss banks to offer attractive rates on their trading and financial engineering services.

The only banking business that did not do well last year was lending. Net interest income of all the big banks scarcely grew at all, and bad loan provisions were raised to record levels - to 1.5 per cent, it is widely suspected, to hide profits from other activities. Given the continuing uncertainty in Switzerland and elsewhere, the opportunities for balance sheet growth were few.

For the big banks, this slump was more than compensated by winnings from the smaller cantonal and regional banks, which rely almost totally on lending; it was a different story.

The trend to rapid consolidation in these sectors, which has been under way for the past three years, continued at a brisk pace. The number of regional banks, for example, has tumbled from 185 in 1991 to only 138 at the end of last year.

Among the most significant events was the merger of the two cantonal banks in Geneva, the Caisse d'Epargne de la République et Canton de Genève and la Banque hypothécaire du canton de Genève, into the Banque cantonale de Genève.

This long and carefully planned merger of two still sound banks passed off with scarcely a ripple. The same cannot be said for the collapse of a large regional bank in Lausanne, La Banque Vaudoise de Crédit, the bad loan provisions of which exhausted its capital late last year.

The bank thrashed about noisily for a few weeks, looking for rescuers. This

caused a run on its deposits which had to be averted with emergency support from the Federal Banking Commission. Eventually, after several rejections, it was taken over by the Union Bank of Switzerland in December.

The regional banks have also been launched a scheme to try to prevent further mergers within the ranks. It proposes creating a central organisation which would carry out the functions of the banks, thereby making them more competitive with larger banks.



Swiss Bank Corporation in Basel. (AP/Wide World)

Regional bank officials admit it is already rather late in the day for such a scheme. The combined assets of the 138 remaining members of the association is only Sfr70bn, a mere third of the Sfr207bn on the books of Swiss Bank Corporation, the smallest of the big three banks.

Swiss bankers have also been preoccupied in recent months with a blizzard of legislation and new regulations affecting them, in part a reflection of the federal government's desire to harmonise its practices with those of the European Union.

Revisions to the banking law to bring it into harmony with EU practice are in the final stages. The main debate has been over conditions under which the Swiss banking authorities should co-operate with their foreign counterparts. Oddly, one house of parliament wanted to minimise co-operation, fearing that it would undermine bank secrecy, but leading bankers convinced them that co-operation was in everyone's interest, and a balanced version in line with Bank of International Settlements' guidelines has finally won the day.

Bankers have also been trying hard to convince Bern that it would not be a good idea to impose the new value added tax, due to come into effect next year, on fees for managing foreigners' money. They fear

that the resulting increase in fees will persuade many clients to move their money elsewhere.

The federal finance ministry, grappling with huge budget deficits, is reluctant to give up any source of revenue, but the banks - and the country's struggling tourist industry - argue that it would be unfair to exempt the export of products from VAT but not the export of services. A decision is expected in May, but one is predicting either way it will go.

A proposed federal stock exchange law and related regulations dealing with takeover bids is meeting resistance at various levels. The stock exchange law is needed to transfer regulatory power from the cantonal level to the federal level and once the national electronic stock exchange begins to operate next year, the law will have to be passed. The draft of the proposed legislation towards strict government regulation is also in the process of self-regulation.

A strong divergence of opinion among banks and quoted companies on takeover bid rules could delay implementation of the law. Some say that any takeover rules will be accompanied by Euro-compatible monopolies legislation.

There have been suggestions that the takeover provisions be detached from the stock exchange law, so that the latter can pass more quickly. The fate of a bill to bring Swiss law on investment funds into line with EU practice is also in difficulty, even though the country has watched tens of billions of francs decamp to Luxembourg in the past few years, where the legal framework is more favourable.

Bankers place little hope on having a big break, a big irritant, however, from investment funds and they are resigned to the exclusion of Sicav (unit trusts) from the legislation. The government claims the necessary legal framework for Sicav requires more changes to the companies law as well, and that would be too time-consuming.

All this legislation comes at a time when banks are trying to get more difficult for many Swiss banks, especially those that specialise in portfolio management and dealing, than it has been for the last couple of years. No one has been surprised by the slide in the stock market in recent weeks. After three years of big increases, it was difficult to expect the upward trend to continue, but the bond market slump has been more upsetting.

The whisper in Swiss banking circles is that damage repair will be necessary over the next few months if clients' portfolios are to produce respectable returns in 1994. To judge by the recent sharply downward trend of bank share prices, investors suspect that the banks may have difficulty making their own profits look respectable, too. The encore to the annus mirabilis could be disappointing.

Andrew Fisher visits Esec, the semiconductors company

Market dictates a fast pace

Sales are rising so fast at Esec - a maker of specialised equipment for the semiconductor industry - that the small Swiss company has to be agile to keep up with growth in demand, especially from Asia.

"Every two years, there's a new generation of machines," says Mr Hans-Ulrich Müller, chief operating officer. In between, there are numerous modifications. "We would like to have a slower pace," adds Mr Peter Kilgus, chief financial officer, "but the market will not allow this."

Esec (European Semiconductor Equipment Centre) is based in Cham in the canton of Zug. It has no domestic market and sells most of its die bonding and wire bonding equipment - used to move and connect chips - to manufacturers in south-east Asia and South Korea.

Revenues last year shot up

by 43 per cent to about Sfr75m. It expects this to rise to Sfr100m by 1996.

Forward 25 years ago, the private company is the leading world supplier of this type of equipment; it is adding its own assembly system to link the stages of the bonding process to computerised manufacturing cells.

Esec has to maintain the lead in its domestic market. Almost 80 per cent of its revenues go on research and development, which occupies some 40 per cent of its workforce. R&D is carried out in Switzerland.

Esec's customers are the big names in the chip and computer industry. They include Intel, Motorola, IBM, AT&T, Motorola, Hewlett-Packard

and National Semiconductor in the US, as well as Hyundai and Samsung in Korea. Much of the equipment sold in the US is used for their facilities in Asian countries such as Malaysia, the Philippines, Hong Kong, Singapore, Thailand and China.

It is from Asia that the main impetus for growth now comes. Last year, sales in Switzerland alone totalled 25 per cent of the total, a jump from 18 per cent the previous year; this compares with Korea, which accounted for a further 4 per cent.

Sales in Europe - where customers include Siemens and STMicroelectronics - dropped to 19 per cent of the total from 22 per cent, with the US accounting for 15 per cent (18 per cent). "Asia is still moving

ing and we expect quite a substantial increase in business there," adds Mr Kilgus.

Its success in Asia is not, however, extend to the Japanese market. Nearly half of the world's semiconductor industry is in Japan, notes Mr Kilgus. "But it's very tough for foreign companies to get in, especially in our sector."

Esec's main product is the die bonder, for which it claims to be the biggest world producer with 35 per cent of the world market. It has 8 per cent in the newer wire bonding sector, but plans to reach 25 per cent (and top market position) in two years.

Esec has no intention of moving from Switzerland. "Salaries are high but there is good education and motivation," says Mr Müller. Esec recruits people from Swiss technical universities and trains them there.

Max Koch founded his company, Komax, on a bright idea

Wiring up the car industry

When he was a young electrical engineering student in Zurich, Max Koch had the idea of making speed control units for cars. It was 1975, the time of oil crisis and motorway speed limits. Demand for his product took off.

Koch, now 44, set up a company to make the units. He needed lots of wires, he designed and built a special wire processing machine. Today, the company - Komax, a word play on his name - is the world's largest supplier of such machines, selling to the world's biggest car manufacturers and suppliers. Esec initially supplied machines to cut and strip cables for the home electronics industry. Customers included big Japanese names such as Hitachi and Sony.

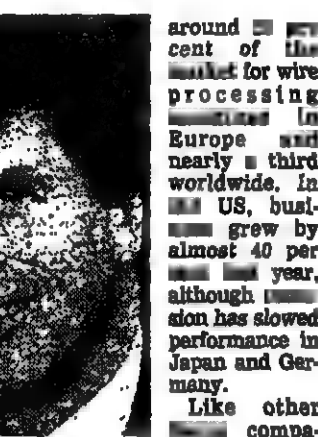
In 1981 it moved into the motor business, which now accounts for more than half of sales. As well as machines for cutting, slitting, crimping and notching wires, Komax also makes wire processing centres

to produce cable harnesses for vehicles.

Some 70 per cent of Komax's production is in Switzerland - the company is based in Dietikon near Zurich - with the rest in the US. The rest is in low-cost Portugal, where a new plant supplies the local operations of companies including General Motors and Siemens.

With the rapid growth of electronics in cars, Koch sees new opportunities. The increasing popularity of anti-lock brake systems (ABS) and airbags, for example, means more sensors to control these and thus more wires.

At present, Komax has



Koch concentrating on strategy.

around 20 per cent of the market for wire processing machines in Europe and nearly a third worldwide. In the US, business grew by almost 40 per cent last year, although sales in Japan and Germany have slowed.

Like other companies with profitable niches in the world markets, Komax spends heavily on research and development: between 10 and 12 per cent of its Sfr75m turnover. With Komax in Europe, where business declined by 10 per cent last year, Esec decided to modernise its product line in readiness for the next upturn. Its new range of processing equipment is

fully automatic, with colour graphics, quality control systems and simplified controls. Koch is more optimistic about prospects for 1994, after a 1 per cent decline in sales last year. He expects continued growth of around 10 per cent in Europe. "Companies can stop buying for one or two years, but not for long."

Nearly 10 per cent of Komax's business is in Asia, with sales to come. More machines will be developed for specific markets. "In the past, we looked to sell European machines to the US and Asia."

Koch is confident enough about the company's strength to bow out of the day-to-day running of the company in order to concentrate on strategy and innovation. He is now chairman, with a new chief executive brought in from outside.

"When I was 35, I decided to be out of the operating side when I was 40. I did it at 39."

Andrew Fisher

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SWITZERLAND IV

TOURISM

Times are tough

Times are tough in Switzerland's important tourism business.

Bed-nights, a key index of the industry, have been on a downward trend for four years. And that followed a decade of near stagnation.

For example, the number of bed-nights sold fell three per cent to 2.5m, and there is no sign of an upturn. The National Tourist Organisation (SNTO), the national promotion body, another two per cent decline this year.

This is bad news for the country's third largest industry after machinery and chemicals, and for the roughly 350,000 people who make their living from it. Hotel occupancy has been a relatively free market, and unemployment in the sector is rising rapidly.

The reasons for the decline are now fairly well understood. Recently, the recession in western Europe, not least in Switzerland itself, has had a big impact. Last year, the fall in tourism was 10 per cent worse than the decline in foreign visitors.

The introduction of new European currencies against the Swiss franc was obviously another factor. The number of bed-nights taken up by visitors tumbled by nearly a quarter last year.

But industry leaders stress that more than short-term cyclical factors are at work. Even the weather plays a significant role. Warmer and shorter winters have hurt those areas that offer winter sports holidays.

The association of lift operators reported recently that lift usage shrank from

130 days in 1970 to 110 days in 1991.

More important, Switzerland has clearly lost ground in the past decade to Austria which offers tourists the same sort of "products". A recent survey revealed that Austria was clearly preferred to Switzerland as a holiday destination.

There is much debate about why this is so, but a lot of it is put down to intangible factors - such as the tendency of Swiss to hire more immigrants, thus undermining the Swiss ambience.

The SNTO itself has come in

Hayek accepted that exclusivity and quality should be the aim

for a lot of criticism for being lethargic and bureaucratic in the face of a marketing crisis. Last year, the federal government, which underwrites most of the SNTO's costs, finally took radical action to shake it up.

It named Michael Hayek, best known as the head of the Swatch-making watch group SMH, to revitalize the SNTO and produce recommendations to make it more effective.

In October, Hayek produced a report, recommending a restructuring of the SNTO into three divisions, with the savings together with larger contributions from the federal government to make it more professional and more effective.

He accepted that Switzerland had to sell with its aim to provide exclusivity and quality mainly to the professional and leisure markets. For one thing, it has the experience and

ties that appeal to the public. For another, the Swiss franc is likely to remain strong, preventing the country from competing with others on price alone.

But he said the country's image abroad had become rather dowdy. Like the watch industry a decade ago, it needed to be polished and made more joyful.

Mr Walter Leu, SNTO director general, has already been by a fifth and a new president is expected to be appointed shortly. Foreign visitors have shrank to reflect changing potential. The San Francisco office has been moved into the one in Los Angeles. Buenos Aires and Sydney offices have been closed, and new ones have been opened in Berlin and Hong Kong.

Mr Leu says he is now working on getting the organisation's 500 members to provide more funds. At the moment, the organisation operates with an annual revenue of Sfr36.7m of which the Government provides Sfr15m. He would like to see members' contributions rising to Sfr15m and ultimately even more.

"It is our ambition not to depend heavily on government," he says, pointing out that it is the members who ultimately benefit from the organisation's efforts.

Industry leaders stress that they consider to be the long overdue shakeup at the SNTO. But being Swiss, they will probably wait to see some results before digging into their pockets to increase their support to it.

John Braun

is trying to nudge Switzerland closer to formal European integration the Swiss government is having as much success as Sisyphus in the Greek myth. Yet, like him, it is condemned to keep trying.

Situated in the heart of western Europe and intimately bound to it by history, culture and strong economic ties, Switzerland cannot divorce its destiny from that of its powerful neighbours. The only question is whether it can influence the outcome more effectively inside European political and economic structures or outside them.

While the economic arguments seem to point firmly in the direction of increased integration, political hurdles are formidable. A fiercely independent nation built on three constitutional pillars - permanent neutrality, direct

Berne spent much of 1993 in a damage-limitation exercise

democracy and local autonomy.

In 1993, after much hesitation, the Swiss coalition government finally took the plunge and deposited Switzerland's membership application with the European Commission. The following December, the narrow margin of votes to join the European Economic Area (EEA), which since January has allowed goods, services, capital and labour to circulate freely between the EU and five fellow members of the European Free Trade Association (EFTA).

Switzerland's EU membership application was put on ice, and Berne spent much of 1993 in a damage-limitation exercise. In Brussels, it lobbied for bilateral negotiations in areas of vital interest to Switzerland such as transport and participation in EU research programmes.

At home it launched an

Relations with the European Union

Still reluctant to join

economic revitalisation programme to make Swiss laws and practices more Euro-compatible and to boost competition in domestic markets. Attempts were made to heal the rift between French-speaking Swiss, who voted overwhelmingly for the EEA, and German speakers, who firmly rejected it.

When last November Swiss voters approved introduction of a Euro-compatible value-added tax, this was rashly seen by some as proof of a pro-European shift in public opinion. Then came February's unexpected referendum decision to ban transit freight from Swiss roads within 10 years. Though billed as a vote to save the Alps from annihilation by lorry traffic, the move has infuriated Switzerland's neighbours.

As a result of the vote, relationships with Brussels have gone from cool to frigid. Switzerland has once again been branded an untrustworthy negotiating partner. The start of bilateral negotiations on transport, scheduled for April, may be delayed. European transport ministers, some of whom have muttered darkly of retaliation, are in no mood to give the Swiss an easy ride.

Swissair, the national carrier, which is seeking access to EU open skies, could become an early casualty. Brussels will also be demanding a relaxation of existing Swiss lorry rules in return for better access to the EU road haulage market for Swiss operators.

More generally, the EU is determined to prevent Switzerland securing full EEA benefits too cheaply.

Agreement to Switzerland's bilateral negotiating agenda

has been made contingent on parallel negotiations on EU state that includes the highly sensitive issue of Swiss immigration restrictions and import curbs on EU agricultural produce.

Supporters of EU entry, with an eye to concessions won by Austria and the three Nordic applicants for EU membership, argue that Switzerland would secure a better balance of benefits inside the Union, including a say, albeit limited, in formulating EU rules and policies.

Pro-Europeans, who include most of Switzerland's political, business and financial establishments, also point to economic studies suggesting that joining the EU could add half a percentage point to annual

economic growth. Staying out will inhibit exports, intensify the long-term trend to shifting production abroad - sometimes just across the border in France or Germany - and insulate protected inefficient domestic markets, they argue.

Swiss Eurosceptics dismiss the pessimism, claiming that Switzerland has already reaped big benefits by staying out of the EEA. They believe the No vote, underscoring Switzerland's economic and financial independence, was a contributory factor behind the huge influx of foreign funds last year.

As a result, the Swiss stock market was one of Europe's best performers in 1993 and the strong Swiss franc allowed interest rates to fall steadily,

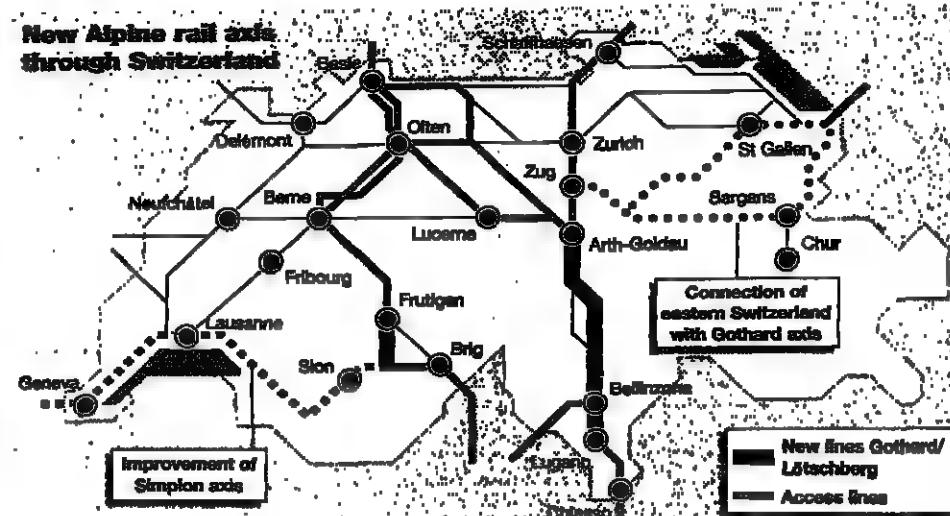
helping the Swiss economy to pull slowly out of recession. Inflation is low and the balance of payments is in record surplus.

Despite these arguments, the government's white paper on foreign policy in the 1990s, published last December, insists that full EU membership must remain a long-term goal. Mr Flavio Cotti, Switzerland's foreign minister, has said he hopes the country could be a member by the year 2000.

Berne says there will be no attempt to negotiate membership of either the EEA or the EU until after the next federal elections in October 1995. By then Austria, Finland, Norway and Sweden may be inside a 16-member EU, leaving just Iceland and Liechtenstein as the only outsiders in the EEA.

In that event, Switzerland can be expected to head straight for Brussels. Whether it arrives is another matter.

Frances Williams



John Braun reports on plans for new Alpine tunnels

Ban it and bore on

The immediate Swiss ban on transit lorry traffic through the Alps to take effect in 2004.

Initial reactions ranged from disbelief to anger that the Swiss were apparently putting up such fences to keep out their neighbours.

Then, Swiss leaders have been at pains to emphasise that the ban is not their goal. They want more access to the road for moving their goods through the Alps.

One of the main concerns these days is trying to curb the pollution caused in the narrow Alpine valleys by transiting German, Italian and other European lorries.

Switzerland's proposed solution to this problem is not just to ban lorry lorries. Rather, it is proposing a bold expansion of the national rail system and a rejigging of transit charges to encourage all shippers to choose the rail route rather than the road for moving their goods through the Alps.

At the heart of the plan is the AlpTransit Project or NEAT (Neue Alpen-Transversale) approved by Swiss voters in a referendum in September, 1993.

It calls for the construction of two new high speed north-south rail lines through the country connecting Bern and Milan. Officially, the cost of the project is set at Sfr14bn, but few deny that it will be much greater, perhaps double that amount, which would make it about three times as expensive as the Channel Tunnel project.

The main elements of AlpTransit would be two new so-called base rail tunnels through the Alps, with plans reflecting the idea of keeping the tunnels as low altitude so that trains can pass through them at speeds up to 200km per hour.

One line would be drilled under the Gotthard pass, the most highly travelled transit route today. The other would go through the Lötschberg south of Bern and continue on the existing rail tunnel under the Simplon pass.

Planners say it should be possible to knock two hours off the journey time between Bern and Milan, making the railway a much more competitive form of transit than without the lorry ban.

AlpTransit will be a huge

civil engineering operation. The project will, among other things, involve drilling one of the world's longest twin-tunnel, single-track developments - the 57km Gotthard base tunnel - comparable in length with Eurotunnel.

Tunnelling will take place at depths of more than 1km under the higher mountains, involving such difficult technical problems as extremely high rock pressures and stresses - well beyond what working conditions.

Test borings began last year, but serious exploration work is only due to start this year following selection of contractors from an international tender process that began last autumn.

In addition to the Gotthard and Lötschberg tunnels, the project includes substantial

Connections from eastern Switzerland will also be upgraded

upgrading to the Simplon base rail line and improvements to the Rhone valley rail line to connect with the French high speed rail network at Geneva.

Connections from western Switzerland will also be upgraded. A new line is planned for the Lake of Zurich area (Wädenswil/Au and Thalwil). This will run in a tunnel under the Hürzel and Zimmerberg to Zug.

The management of the projects is in the hands of the two leading Swiss railway companies, Swiss Federal Railways (SBB) on the Gotthard line, and the Bern-Lötschberg-Simplon Railway (BLS) on the Lötschberg-Simplon line. Early this month they formally requested federal government approval of their main proposals, together with some variants that would cut cost but cause disturbance in sensitive areas.

In the time honoured Swiss way, a long process of consultation will now commence, so that the final decisions on routes are only likely to be taken around the end of 1995. Then contracts will be issued for the main design and construction contracts. The actual work is expected to begin in 1996 with completion scheduled for 2007.

Although the Swiss have undertaken to open bidding to foreign companies, there is little doubt that Swiss companies

will dominate both the project management and the work itself.

In part, this is protectionism but it also reflects the extensive Swiss experience in drilling tunnels through the hard rock of the Alps, dating back to the 19th century when the first rail tunnel was pierced through the Gotthard.

However, the sheer scale of the project means that the Swiss engineering and construction industry alone will have nothing like enough equipment or manpower to carry out the work. They will need to take on a lot of foreign contractors.

It is generally agreed that Italian and French companies are best placed to win contracts as they have long experience of working in Switzerland and with Swiss companies. British and other foreign companies that have less experience of working in the country are being advised that the most promising way of approaching the project is to join consortia led by Swiss firms.

Unfortunately, even if the AlpTransit project is completed on time, it will come on stream until after the lorry ban is in force. Swiss officials say there is plenty of capacity at the moment, but minor improvements being made in the existing Lötschberg and Gotthard tunnels should ensure that no bottlenecks develop.

But that may underestimate how quickly and extensively Switzerland and Europe as a whole embrace the concept of environmentally friendly rail transport in the next decade.

On the same day that the Swiss voted for a transit lorry ban, they also voted to impose taxes on all lorries based on the distance they travel. If the government exploits the opportunity provided by this measure, the railway could soon become the more economical means of transport as well as the more environmentally friendly one.



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FINANCIAL TIMES

COMPANIES & MARKETS

Monday, April 11, 1994

Tilbury Douglas

CONSTRUCTION

Ford considers global project with Mazda

By John Griffiths

Ford Motor, which has just launched the North American version of its "world car", is considering with Mazda a more far-reaching "global" car project.

The concept is carried through Ford's European engineering departments would lead the development of a replacement for the Ford Escort range which would be built and sold by both Ford and Mazda from early in the next century.

Ford and Mazda would be sourcing components from wherever they could be supplied most effectively. The cars would have cosmetic differences - as with the Mondeo and its just-launched North American counterpart the Contour - but share the main underbody components such as body platform, engine and gearbox.

Ford has collaborated with Mazda before on car projects, but this is the first time that any two manufacturers have contemplated such a development on a global scale. Its significance goes beyond economics of scale.

It envisages that both Mazda's and Ford's North American styling and engineering resources could be more efficiently complemented by each other's.

They would develop products, such as multi-purpose vehicles for Latin America and Ford's Ford's North American engineering resources could be more efficiently complemented by each other's.

Ford's chairman, Mr. Alex Trotman, said that the project was "very much in the 'hypothesis' stage. However, it would give the companies a broader product range - essentially more firepower for the number of battles".

Ford's North American and European Escort ranges share the same name but have few parts in common and are essentially separate models. Both are due for updates in the next three years but these face-lifts are also being carried out separately in Europe and North America.

Ford's global drive, Page 18

Robert Corzine finds that low oil prices are provoking an ideological debate

Ambiguous signals in volatile market

Arguments over the direction of oil prices have taken on the tone of an almost philosophical debate on whether a symbolic barrel of oil is half full or half empty.

Optimists, having taken heart at last week's price rally sparked off by the entry of hedge and commodity funds into oil futures markets, say current price levels are too low. They point to the fact that, in real terms, oil prices at the \$13-\$14 level for the benchmark Brent Blend are about the same as before the first oil shock in 1973.

And current prices, they add, do not reflect oil's special status as a scarce and strategic commodity. Low prices simply reflect a temporary glut caused by a surge in production from the Middle East as the UK and Norway made the transition to the Organisation of Petroleum Exporting Countries.

That view is one which both Opec oil ministers and the chairmen of western oil companies like to hear. But it is one which the more thoughtful among them may no longer believe.

As a recent report from brokers Société Générale Straus Tumball put it: "Throughout the history of the world oil industry, one of the few constants... is the tendency for producers to aggregate to supply more than the market can bear... The underlying and inherent tendency is for oil prices to decline over time."

The present volatility in oil markets is as much a reflection of the ideological divide within the industry, as the consequence of short-term shifts in the supply/demand balance. And that volatility is likely to increase in coming months as the implications of Opec's present policy and the presence in the markets of the hedge funds become clearer.

The prospect of additional abrupt price swings is now a very real one because of the market's uncertainty over the future strategy of the funds. Mr Robert Corzine, of the Oxford Centre for Energy Research, says: "They are a new factor in the oil price picture, and one which will make predicting price movements even more difficult."

The presence of the funds also means that oil prices in New York and London will be influenced by events in other markets. Mr Mabro notes that the withdrawal of the funds from oil markets late last year in search of opportunities in rising stock and bond markets accelerated the fall in oil prices.

"The question now," according to Cambridge Energy Research Associates in Paris, "is whether fund managers will hold their positions until market fundamentals improve... or whether they will sell off if near-term prices weaken, thereby adding to market volatility."

The volatility already been maintained by Opec's decision to maintain its barrels a day production ceiling for the rest of the year.

The second quarter of the year is usually the time when Opec makes the deepest cut in output. However, a weak demand due to the end of the northern hemisphere winter. Opec delegates at the meeting in Geneva last month agreed that its strategy of rolling back the production ceiling could push prices in the short-term, although they claimed that rising demand would lead to a balance market later in the year.

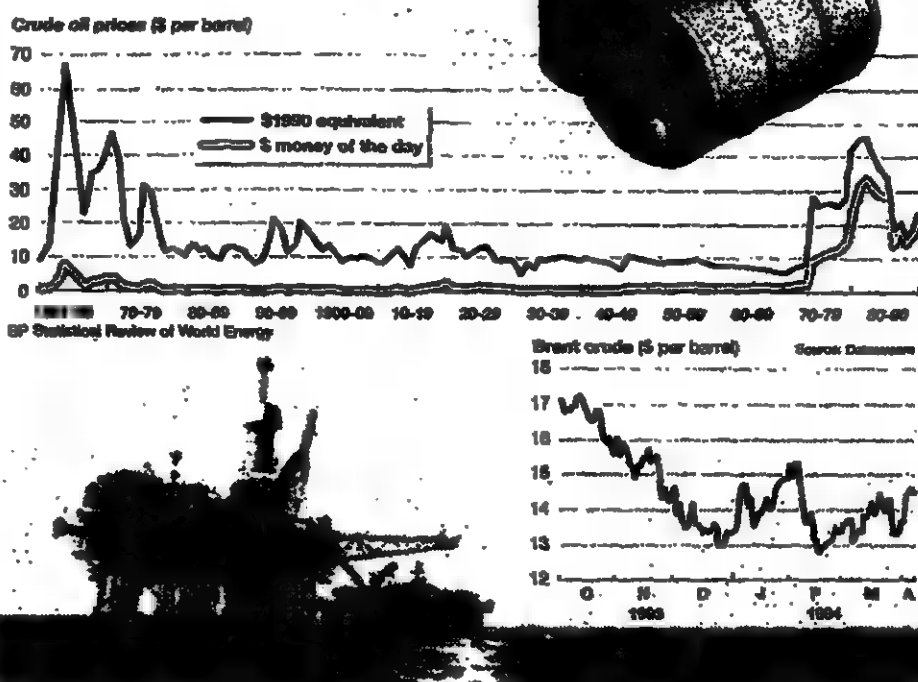
Mr Mabro points out, however, that "fundamental market rise. If you want a price rise, your strategy should be to unbalance the market." He also believes Opec's policy will lead to considerable price volatility well beyond the second quarter. "If you fix the volume for a long time you get increased volatility which may change in demand," he says.

Another factor which could affect prices in the longer term is the apparent willingness of oil markets to question the degree to which Opec producers deserve the considerable "rent" they receive on today's prices. With production costs of only a dollar or two per barrel in many of the Gulf states, the profit margins from most Opec producers are substantial. The entry of the funds into the oil futures markets has been interpreted by some as a sign that prospective of long-term movements, short-term price trends may now be upwards. But many traders warn against reading too much into the timing of the funds' move.

"They [the funds] were just scrambling around for a market where the prices were low," and where they saw an opportunity to manipulate the market, said one oil company trader in London. "They just caught everyone unaware." Kashima resignation, Page 18

Neste reports loss, Page 18

Oil prices: a historical picture



Markets this week

Starting on page 11

MARTIN DICKSON: GLOBAL INVESTOR

Did last Tuesday's big jump in the Dow Jones Industrial Average signal a market turning point? Statistically, it is in line with the historical average for a market correction. But this comforting picture could be a little too neat. Page 20

GERARD BAKER: ECONOMIC EYE

A new spring ritual has been added to Japanese economic life: spotting the economic recovery. The last two spring revivals have disappeared with the cherry blossoms. Will this upturn prove more durable? Page 20

Bonds

The Bundesbank council meets on Thursday and German government bond traders are hoping for a high-profile cut in official interest rates. Page 22

Equities

Wall Street analysts are confident that the volatility is over. But recent may still lurk below the surface, and the corporate results season could bring fresh complications. Page 23

Emerging markets

India is preparing for its biggest international issue. Vishal Sanchur Nigam, the state-controlled telecoms utility, wants to raise \$1bn in Euroequity. Page 21

Currencies

Attention will revert to the yen as investors seek to assess the impact of the resignation of Mr. Morihiro Hosokawa, the Japanese prime minister. Page 21

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Poor uptake for Biotech placing

By David Wignall in London

Rothschild Asset Management has raised less than half the original target for its international Biotechnology Trust with the placing of shares with institutions attracting only £140m.

The poor uptake came close to scuppering the launch but Rothschild is pressing ahead with the issue. The public offer opens this week.

Rothschild and sponsor Robert Fleming originally set a target of up to £100m with a quarter of the £100m to be raised to private investors. The response is the latest sign of "investor fatigue" in the face of the continuing flood of new issues and follows a number of disappointing investment trust launches.

Morgan Grenfell managed to raise only £84m for its Latin American Companies Trust, compared with a target of £100m, and the total for Edinburgh Fund Managers' similar trust was also below expectations.

Many biotechnology stocks have fallen sharply in recent weeks, leaving several recently floated companies trading well below their offer prices. At least one biotechnology flotation has been postponed indefinitely. But the disappointing response to the Rothschild launch appears to be the result more of general market conditions than sentiment towards the biotechnology industry.

The trust plans to take stakes of £5m-£10m in biotechnology companies by injecting new capital and aims to make 15-20 separate investments.

Accounting body tackles property lease gains

By Bernard Gray in London

The UK's Accounting Board is expected to change the reporting of company profits from property leases, in the wake of heavy losses incurred by Pentos, the specialty retailer.

Pentos, which includes Dillons bookstores and the Athena poster shops chain, expanded rapidly during the recession. The Dillons chain received substantial payments from landlords for taking on long-term leases. These payments, known as reverse premiums, were then included in general profits.

The company recently announced that it had lost £71m (£104m) in 1993, passed its dividend and launched a £50m rights issue.

The ASB is considering how the practice of reporting profits on reverse premiums can be altered. Any move would also affect many other retailers which have expanded in recent years. The ASB said that an "urgent issues" ruling may be published in the next two weeks.

Detailed proposals will be discussed, but changes may be forcing companies to spread the payment from landlords over the five years of the lease. The ASB is debating whether to require companies to explicitly reverse the premium, or to treat the premium as a landlord's contribution to shop fittings, which would also be affected.

The review was welcomed by investment analysts. Mr John Richards, retail analyst at NatWest Securities, commented: "There is nothing wrong per se with retailers taking advantage of landlords' offers, they would be silly not to do so. What can be wrong and dangerous is if such financial inducements led to over-expansion and the distortion of financial performance."

Securities sparked controversy when it first drew attention to a potential problem with reverse premiums at Marks. Now, in new research published today, the broker argues that the practice of reporting profits on reverse premiums from the reverse premium incentives.

Retailers have also enjoyed rent-free periods on new stores. These, too, may have boosted income in an unsustainable way with a sharp drop in profits occurring once the full rent is payable.

This week: Company news

GOLD FIELDS

Mishaps unlikely to tarnish improved trend

The ritual of African gold mines' quarterly results kicks off tomorrow with the publication of the latest figures for Gold Fields of South Africa.

After displaying improved results for the first six months, following a four-year slide in earnings, the company's third-quarter numbers - along with those of most of the other big mining houses over the next two weeks - are generally expected to follow this favourable trend.

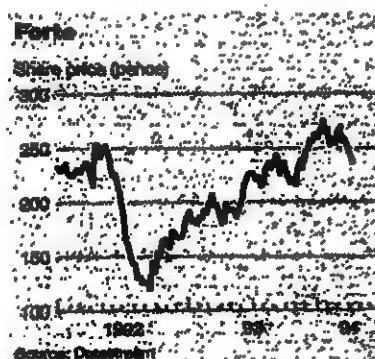
Nevertheless, analysts note that Gold Fields has been hampered by recent mishaps at key mines, including a shaft accident at Kibof and fire at Driefontein, the country's most profitable gold mine, although they do not feel this will significantly affect the overall picture.

Offsetting this, the company will have benefited from its aversion to forward hedging, which has allowed it to take advantage of the improved spot price for gold, the effects of which have been magnified by a steady drop in the value of the rand against the dollar, in the light of political uncertainty.

Overall, the results are likely to be in line with the previous quarter's after-tax profits of R987.7m (\$110m). However, Mr Bruce Williamson, of brokers JD Anderson, warns that after three years of strict cost containment, some mines may have taken advantage of the improved environment to implement delayed capital expenditure, thus distorting the short-term picture.

A recent R&M judgment against Gold Fields for unfair dismissals may affect the results, if the company chooses to write off the sum in the current quarter.

In the longer term, given Gold Fields' traditionally confrontational labour relations, some analysts are wary of its prospects under the African National Congress.



FORTE

Ready for a push on the continent

Fortie's figures for the year to January, to be announced on Thursday, cover an eventful period for the UK's leading hotels group. Its disposal programme has left it poised to pursue expansion into continental Europe.

Disposal gains will distort the headline figures, but underlying pre-tax profits are expected to rise from £71m to £85m-£90m - after a reduced interest bill that still stands at roughly £100m.

Profits from continental Europe are expected to be unchanged, with good improvements from the UK hotels.

Analysts will be eager to hear about trends in rates and occupancy levels, but some are concerned about the effects on US visitors of the IRA mortar attacks on Heathrow.

Further asset write-downs are expected - following the previous year's £244m hit - but the balance sheet is now much healthier thanks to disposals, including the £177m injection from the flotation of the Alpha Airports catering and duty free retailing business in February.

This has given it the wherewithal to enter the bidding for Air France's Maridien chain after its offer for the Aga Khan's Ciga hotels was trumped by Sheraton.

Following the dividend cut last year analysts expect maintained payments of 7.5p which are still unlikely to be covered by underlying earnings per share.

OTHER LISTINGS

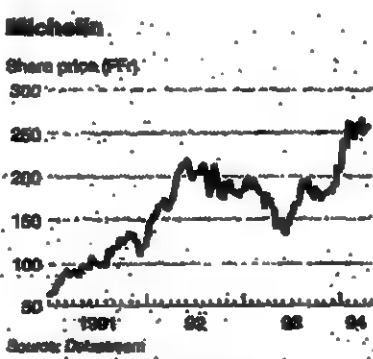
Daimler shareholders hope for comfort

Having been obliged to swallow a 38 per cent cut in the 1993 dividend, announced last Thursday, Daimler-Benz will be looking for more palatable news from the pride of German industry at its results press conference tomorrow.

After a DM2bn (£1.16bn) loss at nine-months, according to US accounting principles, the 12-month numbers should show some beneficial effects of newly introduced cars, ditto the first quarter of this year. Since no one expects anything from AEG or Deutsche Aerospace until next year, much is riding on the salesmanship of Mercedes boss, Mr Helmut Werner.

Audi: Under orders from the Volkswagen group's demanding chief, Mr Ferdinand Piech, the Audi board is expected to present an upbeat view of prospects at its press conference on Thursday. High hopes are attached to the marque's lightweight aluminium model for heavyweight executives, and to its performance estate (made by Porsche). The bad news is that while other German car marques are forging ahead in the US market, Audi is still in reverse.

Michelin: The world's largest tyre manufacturer announces its 1993 results on Wednesday and is expected to report substantial losses. The French group suffered a net loss of FF12.19bn (£540m) in the first six months, resulting from the downturn in the European automobile industry and exceptional restructuring charges. At the time of a capital issue earlier this year, however, the group said it



was seeing signs of recovery in the international tyre market.

Accor: The French hotels and tourism group will also announce last year's results on Wednesday. The group, which has been hit by recession and fierce competition in the international hotels business, has warned that it expects to show a decline in profits. Estimates of net income range from FF1650m to FF1650m (£110m), depending on exceptional items, compared with FF1620m in 1992.

UK companies: Bymah Castrol, the lubricants, chemicals and fuels group, is expected to report 1993 pre-tax profits of about £18m today, up from £17.6m, despite tough margins in Germany which accounts for about 20 per cent of sales. Tomorrow, Tesco, the UK's second largest supermarket group, is expected to announce a fall in annual pre-tax profits from £581m to £550m-£560m, after new depreciation policies but before one-off charges. The Savoy Hotel group, which also includes the Connaught and Claridge's, is expected to report little better than break-even figures on Wednesday.

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COMPANIES AND FINANCE

Shareholder pressure grows for top board changes as big write-offs revealed
Aegis directors expected to quit

By Andrew Jack

Up three directors of Aegis, the London-based holding company of Europe's largest media buying and planning group, are expected to depart in the next few months following growing shareholder pressure.

The details emerged as the company was preparing to reveal exceptional write-offs of up to \$40m in its 1993 results, due on Thursday.

Underlying performance is expected to be in line with City forecasts, but the company is likely to report a substantial one-off charge for the restructuring.

With Warburg Pincus, the investment firm which owns 32 per cent of the company.

Aegis has come under criticism from analysts and investors for the strongly French management of a company that has increasingly diversified its operations and profits away from that country and is now listed only in London.

Mr Michel Lefebvre, chief financial officer, is believed to be departing, and headhunters are seeking out replacements for him and a further two directors.

In addition, Mr Charles

Hochman, the chief executive officer, may retire by the end of next year.

Several other senior staff redundancies are expected to be announced shortly, in addition to about 200 job losses that have occurred in the past few months.

Last week the company announced its intention to move from its lavish headquarters in Avenue Raphael in central Paris to La Defense within the next few months.

The move will add Aegis several million pounds in outstanding lease payments and write-offs of expensive fitments.

fitments. Last year the company also sold its two corporate jets.

Further exceptional write-offs of more than \$10m are likely to be shown in the accounts as a result of a restatement of the cost of the company's \$102m in bonds and loans which were part of the refinancing last October.

Recasting the figures in the accounts using FRS 4, the new financial reporting standard on capital instruments, would trigger debt finance payments on a number of nearly \$7m and refinancing costs of more than \$1m.

Next stage in GKN rights

By Tim Burt

GKN, the engineering and industrial services group, is today expected to invite shareholders to vote on the second tranche of its rights issue to fund the takeover of Westland Group.

The move signals the company's confidence that its revised 335p offer will be accepted by shareholders and Schroders, which together hold more than 20 per cent of the helicopter manufacturer.

The acceptance would push the engineering group's bid beyond the 75 per cent barrier required to trigger the second half of the rights issue.

Last month GKN received acceptance for 50 per cent of the first part of the issue - involving more than \$2m of non interest-bearing convertible loan stock - worth in full equal instalments of 240p.

Mr David Lees, the GKN chairman, announced the fund-raising move in the company's annual report. He said the bid for Westland, the 100 per cent owned aircraft manufacturer, was rejected at its initial bid, priced at 250p per ordinary share, saying it undervalued the company's prospects and potential profits.

Two weeks ago, however, it reluctantly recommended a revised offer which valued the group at 200p.

Wagon's £6.7m expansion move

Wagon Industrial Holdings, the automotive parts handling, engineering and maintenance products group, is buying two vehicle components companies for a total of £6.7m. Avenell Engineering, of Oxford, and Derwent, of Birmingham, are being acquired for £4.5m and £2.2m respectively, in unsecured loan notes, with the balance in ordinary shares.

This strengthens Wagon's position as a supplier to the automotive industry.

Intermediate Capital has flotation value of £100m

By Richard Gourlay

Intermediate Capital Group, the niche provider of mezzanine finance in unquoted companies, is to float late next month in a placing and intermediaries believe that will value it at more than £100m.

The flotation will raise about £20m, of which £18m will repay existing preference shareholders.

ICG was formed in 1988 and is Europe's largest specialist provider of mezzanine funds, a layer of finance that lies between equity and debt in terms of risk and reward.

The core business is buying up management buy-outs, where demand has been steady, and in buy-outs in continental Europe where there has been "strong" growth in demand this year, according to Sir Tim Barham, one of four founders and managing director.

The group is also aiming to lend more companies seeking development capital, but which do not need to pay the high cost implicit in issuing equity.

ICG prices its loans at about 4 per cent over Libor but enhances its return in between 18 and 20 per cent by receiving warrants or a redemption premium.

In January ICG also started managing funds for third parties when Postal provided the group with £20m to invest alongside its own funds in the mezzanine market. Postal bought a 20 per cent stake, most of it from Westpac Banking, the Australian bank.

ICG is likely to be regarded by institutions as a yield stock, with a low risk profile. Investment bank floated last month by Legal & General Ventures. "We are run for profit and not growth," Mr Barham says. "We are

more a quasi-bank than a quasi-investment trust." Its main competition comes from banks such as NatWest, Samuel Montagu and Kleinwort Benson.

In the year to January 31, ICG had operating income of £20.6m, of which £11.1m represented gains on the disposal of shares in companies that had floated. The previous year's income was £12.5m, of which £5.5m was disposal gains.

ICG recognises that pre-tax profits will be volatile because it has no control over when its investments float. Mr Barham said ICG would be looking for a growing dividend from core income, while capital gains would strengthen the balance sheet for more lending.

The founding shareholders will retain about 10 per cent of their shares and hold 10 and 15 per cent of the company in the float.

Queue forms to bid for Chunnel rail link

By Andrew Jack

The government is aware of about 10 companies planning to bid for the Channel Tunnel rail link, it was announced yesterday.

Bovis, construction subsidiary of P&O, Ove Arup, the consulting engineer, and Euro Rail, which includes Trafalgar House and BICC, are all among the groups expected to submit tenders.

The Department of Transport would not comment on names, but yesterday it had received initial expressions

of interest from about 30 groups, of which a dozen were expected to submit plans.

Pre-qualification proposals must be submitted by April 15 and a decision on the groups will be allowed to submit full tenders will be made in June. Tenders must be completed by the end of the year.

The £2.7bn 68-mile link between London and St. Peter, France, and the Channel Tunnel is expected to be the largest joint public-private construction project in decades.

Hays buys Rockall Scotia Resources

By David Wighton

Hays, the staffing services group, is paying \$10m for Rockall Scotia Resources, a mineral storage and management company primarily serving the oil exploration industry.

The deal will see Hays acquire the company in all records storage assets of British Steel Management.

In 1993 it had turnover of \$15.4m, nearly half of which was generated overseas, and a pre-tax profit of \$2.1m. In addition to its oil industry

business, Rockall has been expanding into local government and healthcare markets, and has a large contract with the Inland Revenue.

Mr Ronnie Frost, Hays chairman, said the combined business would be well placed to take advantage of the government's policy of contracting out services such as data storage. "Rockall's successful overseas subsidiaries will also provide Hays with a springboard from which to expand its records management services overseas."

Hotel occupancy downturn

According to a survey by consultants, Pannell Kerr Forster, hotel occupancy was down slightly in Europe last year. There was a recovery in the UK but this was more than offset by declines in Germany and eastern Europe.

Clydeport at £2.4m

Clydeport Holdings, operator of port facilities in the Clyde, returned after-tax profits of £2.4m for the year to end-December.

NEWS DIGEST

Despite recessionary conditions, the Rye Harbour traffic, turnover held up well in 1993.

Mr John Mather, chairman and chief executive, said the "excellent start" achieved by the company in its first year of operation had continued throughout 1993.

Kingspan ahead

Kingspan Group, the County Cavan-based building components manufacturer, showed a marked upturn in 1993 helped by increased sales in metal faced composite panels and flexible faced insulation boards.

Profits before tax in the 12 months to end-December

jumped to £53.1m (£2.98m), compared with £48.1m (£2.9m) in 1992 and £41.1m (£2.8m) in 1991.

The activities mentioned above contributed 71 per cent of total sales of £161.2m (£153.1m) and strengthened their position in the market.

An increased final dividend of 1.5p is recommended, making a total of 2.5p (2.3p) for the year.

Earnings per share advanced to 9.7p (3.8p).

Medeva agreement

Medeva, the pharmaceuticals company, has signed an exclusive agreement to market Wellcome's new hay fever treatment, Semprex-D, in the US. Adams Laboratories, Medeva's subsidiary which has a 220-strong sales force specialising in respiratory products, will start marketing Semprex-D this month on behalf of Wellcome's arm, Burroughs Wellcome.

va's subsidiary which has a 220-strong sales force specialising in respiratory products, will start marketing Semprex-D this month on behalf of Wellcome's arm, Burroughs Wellcome.

Wimpey sale

George Wimpey, the construction group, has agreed the sale of Wimpey, its mobile services and positioning company, to Fugro McClelland, the Dutch engineering consultant.

The sale for \$5.4m includes the repayment of inter-company debt, thought to be £1m. Wimpey, based in Swindon, Wiltshire, works mainly for the offshore oil and gas industry, mainly in the North Sea, and Asia and the Gulf of Mexico.

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April 1994

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NOTICE OF MEETING

Notice is hereby given to the shareholders of MFS INTERNATIONAL S.A. (SICAV) that an extraordinary shareholders' meeting shall be held, before notice, at the registered office of the company, 47, Boulevard Royal, Luxembourg, on April 20, 1994 at 11.00 am local time with the following agenda:

1. Creation of new classes of shares and consequently, amendment of the relevant articles of incorporation.
2. Amendment of Article 5 paragraph 3 line 1 to replace "will be" by "are".
3. Amendment of Article 5 paragraph 4 sentence 1 to be replaced by the following text: "Shares issued with respect to each Fund may be divided into separate classes, with each such class representing an interest in the underlying net assets of the Fund but with such additional rights, facilities or other characteristics as are established specifically with respect to such class."
4. The class of shares which the Company is authorized to issue, at the discretion of the Board of Directors, and with respect to each Fund are as follows:
Front-End Load Roll-Up shares: shall not be entitled to any payment and shall further bear a front-end load in such amount and to be paid as determined by the Board of Directors.
Back-End Load Roll-Up shares: shall not be entitled to any payment and shall further bear a back-end load in such amount and to be paid as determined by the Board of Directors.
5. Amendment of Article 17, paragraph 1 to be replaced by the following text: "The shareholder of Front-End Load Roll-Up shares shall be entitled to a payment of dividend in case payment of a dividend is decided and shall further bear a front-end load in such amount and to be paid as determined by the Board of Directors."
6. Amendment of Article 17, paragraph 2 to be replaced by the following text: "The shareholder of Back-End Load Roll-Up shares shall be entitled to a payment of dividend in case payment of a dividend is decided and shall further bear a back-end load in such amount and to be paid as determined by the Board of Directors."
7. Amendment of Article 18 to be replaced by the following text: "The Board shall determine the amount of the Front-End Load Roll-Up shares in Front-End Load Income shares and the Back-End Load Roll-Up shares in Back-End Load Income shares. The Front-End Load Roll-Up shares shall be adjusted to the nearest cent in US Dollars, in the offering price does not end in an even cent in US Dollars."
8. Amendment of Article 22 paragraph 2 and 3 to replace the reference to Class B shares by a reference to "Front-End Load Income shares" and "Back-End Load Income shares" respectively.
9. Appointment of Jeffrey L. M. and Scott J. as directors of the Company.

The resolutions 1 to 8 may be passed with a minimum quorum of 50% of the capital by a majority of 2/3 of the votes cast at the meeting. Resolution 9 may be passed at the simple majority of the shares present at the meeting.

The shareholders on record at the date of the meeting are entitled to vote or give proxies. Proxies should arrive at the registered office of the Company at least 48 hours before the meeting.

In order to attend the meeting, shareholders will have to deposit their shares two clear days before the meeting at the registered office of the Company.

By the Board of Directors

PROPERTY FINANCE

New sources for commercial properties: up to 90% loan to valuation; usual competitive and flexible terms; minimum £500,000. Contact: Richard van Gilsen, Michael Laurie Partnership Ltd (Member of the SFA)
Tel: 071 493 7050 Fax: 071 499 6279

INVESCO

INVESCO PLC

PROGRESS ON ALL FRONTS

- Income up 27% to £172 million (1992: £136 million).
- Pre-tax profit before exceptional items up 21% to £35.4 million (1992: £29.2 million).
- Pre-tax profit after exceptional items up 165% to £33.4 million (1992: £12.6 million).
- Earnings per share up 100% at 10.0p (1992: 2.5p).
- Dividend up 17% to 3.5p (1992: 3p).

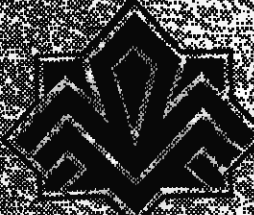
Commenting on the Results.
Chairman, Charles W. Brady, said:

"It gives me great satisfaction to report that we have made significant progress during the year. We have continued the restructuring of the business into three regions and have considerably strengthened our senior management with a number of new appointments in Europe and the Pacific. Consistent with these changes we have substantially improved the efficiency of our global communication in both the marketing and investment areas and we are introducing a new financial accounting system during 1994 which will provide us with greater control over worldwide operations. Our overall financial strength also continues to improve."

If you would like to receive a copy of the INVESCO PLC, 11 Devonshire Square, London EC2M 4YR

صكنا من الامل

Regent Pacific.



Asian Specialist to the World

All of these securities having been sold,
this announcement appears as a matter of record only



THE REGENT SRI LANKA FUND LIMITED

(an exempt company incorporated with limited liability
under the laws of the Cayman Islands with registered number 51057)

Managed by



Regent Fund Management Limited
(Incorporated in the British Virgin Islands with limited liability)

Placing on a non-underwritten basis of 2,478,000
redeemable shares at US\$10.30 per share

International Advisor & Lead Manager for the Offering



CARR INDOSUEZ ASIA LIMITED

Selling Agents

ASIA STOCK BROKERS
(PRIVATE) LIMITED
LCF EDMOND DE ROTHSCHILD
SECURITIES LIMITED

SAMEPUS TRUST
INTERNATIONAL PLC
W.I. CARR (AMERICA) LTD.

November, 1993

All of these securities having been sold,
this announcement appears as a matter of record only

Nova Latin Pacific Investment Company Limited

(an exempt company incorporated with limited liability under
the laws of the Cayman Islands)

Placing of 5,400,000 Shares
at an Issue Price of US\$5.20

Investment Manager



Regent Fund Management Limited

Placement Agents

**BANKERS TRUST INTERNATIONAL PLC
FINAMEX SECURITIES INC.**

FEBRUARY, 1994

All of these securities having been sold,
this announcement appears as a matter of record only

THE NEW KOREA GROWTH FUND

(an exempt company incorporated with limited liability under
the laws of the Cayman Islands with registered number 467746)

PLACING
of
3,131,500 'B' Shares
at a price of US\$13.64 per share

Investment Manager
REGENT FUND MANAGEMENT LIMITED

Placing Agent
BARING SECURITIES LIMITED

Sub-Placing Agents

LCF EDMOND DE ROTHSCHILD CARR INDOSUEZ ASIA
SECURITIES LIMITED LIMITED

DONGSUH SECURITIES CO., LTD.

March, 1994

All of these securities having been sold,
this announcement appears as a matter of record only



THE REGENT MOGHUL FUND LIMITED

(an exempt company incorporated with limited liability
under the laws of the Cayman Islands with registered number 52278)

Managed by



Regent Fund Management Limited
(Incorporated in the British Virgin Islands with limited liability)

Placing on a non-underwritten basis of 5,000,000
participating redeemable shares at U.S.\$10.35 per share



International Advisor & Lead Manager for the Offering
CARR INDOSUEZ ASIA LIMITED

Selling Agents

DONGSUH SECURITIES CO., LIMITED LCF EDMOND DE ROTHSCHILD
N M ROTHSCHILDS & SONS LIMITED SECURITIES LIMITED
W.I. CARR (AMERICA) LTD.

March, 1994

COMPANIES AND FINANCE

Race for control of Banesto enters final lap

By Tom Burns in Madrid

The race to take control of Banesto, the troubled Spanish bank which the authorities will auction to the highest bidder at the beginning of next month, has entered its final lap.

At the weekend Banco Central Hispano (BCH), which is the biggest domestic bank network, indicated it was not interested in Banesto. Argentaria, the state-controlled financial group, said that it and Banco Zaragozano, a medium-sized bank, spoke up for the smaller institutions saying it and others like it might link with a larger group in a joint bid.

Mr Maria Amusatagui, BCH chairman, said a bid for Banesto was "unlikely". He told the bank's annual meeting: "We should not dream our way out of the merger process [BCH] is the result of the 1981 union between Banco Central and Banco Hispano Americano) and, much less, on risks."

Mr Francisco Lázaro, Argentaria's chairman, said shareholders the bank had decided to study a bid for Banesto

"with the utmost detail". He told the annual meeting he was open to a single or joint presentation with other institutions.

Banco Zaragozano shareholders at the annual meeting at the weekend were told that the bank was being held with other medium-sized banks to form a consortium with a larger bank to bid at the Banesto auction.

Banco Santander, the most profitable, and also internationally-based, of the big Spanish banks, kept quiet at the weekend in a rival contender in the auction. Banco Bilbao Vizcaya, BBV, the second-ranked bank in terms of size, lent its voice to the bidding process following its intervention by the Bank of Spain at the end of last year.

The bidding process has little time left in which to make its final decision. Under the terms of the auction they must declare their intentions, and also any financial arrangements, on April 18. They must also make their final bid a week later. The Bank of Spain is due to announce a decision on the auction on May 1.

Crackdown on spread of futures in China

By Tony Williams in Beijing

China has cracked down on the proliferation of futures markets and traders, placing a ban on the establishment of new markets and requiring existing ones to register with the China Securities Regulatory Commission (CSRC).

The State Council ordered tightening measures over fledgling futures markets reflects growing official alarm at the spread of poorly regulated exchanges and risks of substantial losses for inexperienced traders.

Mr Zhu Li, a spokesman for the CSRC, the industry watchdog, warned that "unfettered" experiments could lead to economic losses and even result in social unrest.

Some of the futures markets and trading centres have sprung up in China in the past year or so, including commodities, futures exchanges for metals, cereals and petroleum located in Shanghai.

Representatives of the larger exchanges have been calling for national regulation in government markets, but these have been slow to appear. Mr Zhu said some 100 futures trading corporations have emerged in China in the past two years of which about 10 are unregistered.

The CSRC has been asked to "closely review" all futures markets and report to the State Council on its findings. Those given approval will be allowed to re-register with the State Administration for Industry and Commerce.

All future markets, including Sino-foreign joint ventures, of which there are about 80, will also be asked to re-register with the CSRC.

The State Council directive also made clear that stricter controls would be placed on futures trading. Law enforcement agencies would be asked to crack down on speculation in the futures market.

The directive also banned the use of bank credits in futures trading. Trading in currency futures without permission has also been banned.

Ford Motor chief senses a sea change

John Griffiths examines the group's attempt to become a truly global force

In less than a fortnight Ford Motor's chairman, Mr Alex Trotman, and his most senior colleagues will be assembling in Toronto to take part of Ford's accelerating drive to become a truly global company - and the restructuring needed to achieve it.

At the opening of the new York office at the end of last week, Mr Trotman was playing down mounting media speculation that major management and other organisational upheavals were imminent as an integral part of that drive.

But even though the Toronto meeting is unlikely to result in dramatic headlines - as in the case of the boardroom coup at General Motors, which saw the ousting of former chairman Robert Stempel - Mr Trotman makes clear Ford is undergoing a sea-change which will dramatically alter the nature of its operations by the end of the decade.

"If you're expecting something fantastic to happen at Toronto you'll be wasting a lot of air fares coming," Mr Trotman hinted to the pressmen in New York. "It's a management meeting."

A second "world" project is already under way, at least in the sense that work is proceeding on the basic body platform on which the next new range of cars will be built

traditionally we discuss our problems, such as who's not performing properly. What we call a 'woodshed meeting'."

Nevertheless, he admits that part of the speculation has been caused by "leaks" from study teams, which, he acknowledges "we've been working on for quite some time now on how to improve effectiveness - and yes, some of this we may discuss at the Toronto meeting."

Mr Trotman was in New York formally to launch the Contour, the North American version of what Ford intends to be its first "world" car, after the failure of an earlier programme to create a Ford Escort "world car" at the beginning of the 1980s.

The Contour's European counterpart, the Focus, has been on sale for a year. Ford has spent \$50m on the project. Much of this is on production and research and development which will stand it in good stead for future world projects.

A second "world" project is already under way, at least in the sense that work is proceeding on the basic body platform on which the next new range of cars will be built

and which is code-named DEW98.

While Mr Trotman insists that "no final decisions have been made", it is this platform which is expected to provide the basis for an intended "small" Jaguar and a replacement for the Granada/Scorpio in Europe, as well as a new mid-size range of cars for Ford's core North American market.

However, it was Mr Trotman's thoughts about how the next Ford Escort may be developed which illustrates in most startling terms what Ford's concept of a truly "global" company means - and how it may extend even to making Mazda of Japan, in which Ford has a 35 per cent stake, a core part of the strategy.

"The next generation [of the Ford Escort] might mean we have one development for Ford and Mazda worldwide," says Mr Trotman.

Both the European Escort and the similarly named but separately developed North American model will be updated between now and 1998, and these modernisations do not form part of the global pro-

gramme. "In that sense, 1998 is already history," says Mr Trotman.

"But early into the next century it might be that if Ford developed a common platform for the Escort for Ford and Mazda to use worldwide, it could free up resources at Mazda in other things. That's the idea."

That's the idea of the global approach. Traditionally Europe and North America would have designed unique replacements.

Ford's thinking, already far down the road of discussions with Mazda - where Ford recently significantly strengthened its board presence - is that European operations, with their small car expertise, would lead the development of a truly global Escort, to be built in all markets by both Ford and Mazda.

This would not only North American Ford operations in develop complementary "world" models using their larger car expertise - but would allow Mazda to concentrate on possibly niche products like minivans or multi-purpose vehicles.

"It would give the companies a broader product range -

essentially more firepower for the same number of battles," says Mr Trotman. "The new Escort would be basically a Ford of Europe design. And while the European Escort were doing that, American teams would be creating a new Windstar van, Explorer roadster, new Taurus car... all sorts of things."

Mr Trotman insists a decision on whether the small Jaguar will still months away. However, he warned that the strong British connotations of Jaguar may no longer count for much. "It has appeared in my rest that further substantial restructuring might still be needed. Its European operations: 'Europe is performing well. It's got through what had to be done; it's behind us and Europe is in a stable condition now.'"

He also flagged Ford's intention to substantially increase its manufacturing presence in Asia, particularly Taiwan, China and India. He predicted that in the next 15 years, worth "several million cars", the major motor makers.

First-quarter loss for Alcoa due to charge

By Laurie Morse in Chicago

Alcoa, the world's largest aluminium producer, reported improved operating results for the first quarter, but a \$117.9m extraordinary charge left the company with a net loss of \$106.3m, or 12.2¢ a share, in the quarter. The previously announced special charges included \$50m for closing a California forging plant and \$67.3m for early redemption of high-interest debt.

The company took \$70.2m in restructuring charges in the fourth quarter of 1993, in February announced it would cut aluminium output by 100,000 per cent in an effort to raise prices.

but well below the quarter earnings of \$27.6m, or 31¢ per share. First-quarter revenue rose to \$2.2bn, from \$2.1bn in the same period last year.

Including the extraordinary items, Alcoa suffered a loss of \$106.3m, or 12.2¢ a share, in the quarter. The previously announced special charges included \$50m for closing a California forging plant and \$67.3m for early redemption of high-interest debt.

The company took \$70.2m in restructuring charges in the fourth quarter of 1993, in February announced it would cut aluminium output by 100,000 per cent in an effort to raise prices.

Neste trims deficit to FM1.52bn for year

By Christopher Brown-Hume in Stockholm

Neste, the Finnish state-owned oil and petrochemicals group, announced a FM1.52bn (\$178m) pre-tax deficit for 1993, a 31 per cent reduction on losses of FM2.27bn a year earlier.

Mr Jaakko Hamutilla, group chief executive, predicted the group would be back in profit in 1994, adding that its balance sheet would strengthen.

The company is benefiting from a recovery plan, launched last April, which has brought sales, lower investments, cost-cutting, and reductions in personnel.

The figures were hit by a sharp slump in oil prices, high interest rates, and recession in the Finnish economy. "No positive upswing has

taken place in Neste's operating environment," it stated. It blamed an "exceptionally low international oil price" for hitting profits within its main oil businesses, adding that oil consumption had fallen by 4.3 per cent in Finland during the year.

"Petrochemical and plastic prices remained at 1993 depressed levels and international refining margins continued to be slim," it added.

Higher sales in all divisions helped lift group sales by 9.9 per cent to FM21.1bn. Sales rose 6.3 per cent to FM4.1bn and chemicals rose 19 per cent to FM1.1bn.

There was an operating profit of FM540m, against a FM227m loss in 1992, but net financial charges of FM2.06bn wiped this out at the pre-tax level.

Chairman of Lagardère sees profits increase

Lagardère Groupe chief sees an increase in profits this year compared with 1993. Mr Luc Lagardère, the chairman, will write John Griffiths in Paris.

Addressing a shareholders' meeting called to approve the accounts of Matra-Hachette, the missiles to magazines group, into Lagardère, the chairman also indicated his company would play a role in the privatisation of Renault, the state-owned car maker.

Mr Lagardère confirmed Matra-Hachette's adjusted profit of about FF1.5bn for 1993, in line with estimates, and confirmed profits at Lagardère of FF1.54m. Lagardère Groupe now has a 93.4 per cent stake in Matra-Hachette, increased from 37.6 per cent.

Kashima Oil chief to quit after forex loss

By Michio Nakamoto in Tokyo

The president of Kashima Oil, a Japanese refiner, has said he would resign in the responsibility for the company's loss of ¥152.5bn (\$1.5bn) in foreign exchange forward transactions.

The loss is the second biggest in foreign exchange forward transactions after a ¥110bn loss incurred by Showa Shell Sekai early last year. Its impact on the refineries' profits of Japanese oil companies which have large foreign currency needs in the face of fluctuating currency markets.

Mr Hachiro Ohta, the president, resigned over the weekend after the oil refiner's loss was made public.

The Ministry of International Trade and Industry, which last year launched an investigation into the effect of forward con-

tracting on oil companies after a ¥110bn loss, plans to investigate Kashima. The ministry said its investigation would not affect Kashima's normal business.

Kashima, an unlisted oil refiner with facilities in Kashima city north-east of Tokyo, is 50 per cent owned by Japan Energy, a mining development and petroleum refining company. Other leading shareholders include Mitsubishi Petroleum, also with 25 per cent, and Cosmo Oil, with 22 per cent.

The company's foreign capitalisation of ¥20bn, so it will need a capital injection from major shareholders, as well as assistance from Industrial Bank of Japan, its main bank. Japan Energy said it was in talks with the company on a rescue package.

NOTICE

TO SHAREHOLDERS IN STORA KOPPARBERGS BERGSLAGS AKTIEBOLAG

NOTICE IS HEREBY GIVEN THAT THE ANNUAL GENERAL MEETING OF THE COMPANY WILL BE HELD ON MAY 4, 1994, AT 4 P.M. AT THE LUGNET SPORTS CENTER IN FALUN, SWEDEN.

NOTIFICATION

To be entitled to participate in the Meeting, shareholders must:

- be recorded in the Company's share register no later than April 22, 1994
- notify that they intend to participate no later than 1.00 p.m., April 29, 1994

Notification of participation may be made by telephone: +46 (0) 23-78 11 61, or 2172, by telefax: +46 (0) 23-78 27 44, or by mail: STORA, S-791 Falun, Sweden.

The STORA share register is maintained by the Swedish Securities Register Center (VPC AB). Shareholders in STORA are either registered as owners or through a broker. Only shareholders registered as owners are entitled to participate in the Meeting.

Shareholders whose shares are deposited with the trustee department of a bank, or with a brokerage firm, are entitled to register the shares in the name of the trustee. However, to be entitled to participate in the Meeting, shareholders whose shares are held in the name of a trustee must temporarily register the shares in their own name. To ensure that shares can be registered in the name of the trustee in time, shareholders whose shares are held in the name of a trustee, broker, or broker, must request to have them temporarily registered in their own names prior to April 22, 1994.

AGENDA

1. The opening of the Annual General Meeting and election of a Chairman for the Meeting
2. Preparation and adoption of the Electoral Register
3. Election of Minutes Checkers who, in combination with the Chairman, will check the Minutes of the Meeting
4. Examination of whether the Meeting has been properly convened
5. Submission of the Company's Annual Report and Consolidated Accounts
6. Presentation of the Report of the Auditors for 1993
7. Adoption of the Parent Company's Income Statement and Balance Sheet and the Consolidated Income Statement and Balance Sheet
8. Approval to discharge the Board of Directors and the President from liability for the year
9. Approval of the disposition of unappropriated earnings in accordance with the approved Balance Sheets
10. Determination of the number of Board Members and Deputy Board Members
11. Determination of the number of Auditors and Deputy Auditors
12. Approval of the fees for Board Members
13. Approval of the fees for the Auditors
14. Election of the Board Members and Deputies
15. Election of the Auditors and Deputies
16. Board of Director's proposal for changes to §§2 and 7 in the Company's Articles of Association:

(New proposed text)
The object of the Company's operations is to practice directly or through wholly or jointly owned companies the mining of ores and other minerals, forestry, agriculture, the processing of forest products, the production and distribution of electrical power and shipping operations, financial operations, to own and manage real and movable estate, including shares and participations in other companies, and to carry on other business activities compatible therewith. However, the Company shall conduct such operations as are defined in the Swedish Banking Act or in the Swedish Credit Companies Act.

(New proposed text)
Those shareholders who, on a predetermined record date, are entered in the Shareholders' Register, or on a list in accordance with Chapter 3, §1 of the Swedish Companies Act (1975:1385), shall be deemed to be authorised to receive dividends, issue rights and, in the case of bonus share issues, new shares that accrue to the shareholder.

17. A matter raised by a shareholder regarding the Company's policy in respect of felling.

DIVIDEND PROPOSAL

The Board of Directors proposes that a dividend of 1.30 per share be paid for the 1993 fiscal year and that May 9, 1994 be approved as the record date. If the Annual General Meeting approves the above proposal, it is expected that dividends can be distributed by the Swedish Securities Register Center (VPC) on May 17, 1994.

Falun, Sweden,
April, 1994
Board of Directors

STORA

1410/1441 Broadway
Finance, Ltd.
US \$174,300,000
Guaranteed Secured Floating Rate Notes Due 1999
For the period from April 11, 1994 to October 11, 1994 the Notes will carry an interest rate of 4.775% per annum with an interest margin of US \$0.001 per US \$100 principal amount of Notes payable on October 11, 1994.
Bank of America NY & SA, London - Agent Bank

Notice
Bank of Queensland Limited
USD120,000,000
Multiple Option Facility Agreement
Dated September 22, 1992
In accordance with the provisions of the Transferable Loan Certificate issued on October 8, 1992, notice is hereby given that for the six month interest period from April 8, 1994 to October 11, 1994, the Certificate will carry an interest rate of 4.90% per annum.
Bankers Bank PLC, Hong Kong
As Agent

GRUPO FINANCIERO SERFIN OFFICE RELOCATION

BANCA SERFIN, S.A. **SERFIN SECURITIES, INC.**

Please note that, with effect from:
MONDAY 11TH APRIL 1994

will be removed to:

NEW BROAD STREET HOUSE, 36 NEW BROAD STREET, LONDON EC2M 1NH

BANCA SERFIN, S.A. **SERFIN SECURITIES, INC.**

(01) 614 1000 **General Switchboard** **071 814 1400**
071 814 1111 **Facsimile** **071 814 1414**
886873 serfin **Telex** **886873 serfin**
071 814 1040 **Foreign Exchange** **071 814 1050**
071 814 1045 **Money Markets** **Equities** **071 814 1045**

NOTICE OF EARLY REDEMPTION
MAES Funding No.2 PLC
(the "Issuer")
(Incorporated with limited liability in England and Wales
Registered No. 2163983)

£300,000,000
Mortgage Backed Floating Rate Notes due 1997
(the "Notes")

Notice is hereby given that all holders of Notes that pursuant to Condition 5 (c) of the Notes, the Issuer has determined to redeem all of the Notes on 11 May, 1994 ("Redemption Date").

On the Redemption Date each £1 of the Notes will be redeemed for £37,400 (the "Redemption Price") being the principal amount of the Notes plus the aggregate amount of all Principal Payments in respect of the Notes which have become due and payable and have been paid prior to such date.

Payment in respect of the Notes will be made against presentation and surrender thereof on or after 11th May, 1994 in an amount equal to the Redemption Price in respect of each £1 together with an amount of £21.52 in respect of interest for the three month period ending on the Redemption Date, as specified in the office of either of the Paying Agents below.

Interest shall be payable on the Notes from the Redemption Date (provided upon due presentation of the Notes, due payment in full is made).

Canadian Imperial Bank of Commerce
Cottens Centre, Cottens Lane
SE1 2QL

Banque Générale Luxembourg S.A.
14 Aldringen
L-1000 Luxembourg

by Canadian Imperial Bank of Commerce, Agent
on behalf of MAES Funding No.2 PLC
London, 11th April, 1994

International reference source for the busy professional by Financial Times Newsletters, it provides timely reporting and analysis for the discerning financial professional.

International Trade Finance

PHONE-IN INFORMATION SERVICE
A special phone-in information service is provided for subscribers, supplying information to subscribers who seek further details beyond those immediately to hand. The most up-to-date information is, thus, at your fingertips.

INTERNATIONAL COVERAGE
ITF is designed to provide information that is readily accessible, providing the following:

- Credit Insurance
- Project Finance
- Factoring
- Aid Finance
- Countertrade & Offset
- Short-term, non-recourse finance
- on top of world international finance

FINANCIAL TIMES NEWSLETTERS

International Trade Finance

To receive a sample copy of this newsletter, please send the following information to: International Trade Finance, Financial Times, 100 Brook Street, London W1A 2LU. Tel: 01-634 6100. Fax: 01-634 6101. E-mail: itf@ft.com

سكنا من الاعلى



Never go one-on-one
with risk.

It's a big, bad, volatile world out there. Risk has grown bigger than ever before. As has opportunity.

No company should tackle risk single-handed. You need all the help you can get.

But choose your allies very carefully. Avoid those who deal with risk one piece at a time. Because while you're working away on one risk, another is sure to reach out and grab you.

Bankers Trust's view of risk is global and all-encompassing. Big picture, not narrow gauge. We'll

help you devise and execute the strategies that will make you master of risk in all its aspects. Not only financial risk, but operating and strategic risk as well.

Risk isn't just the province of our Risk Management Department. It's the focus of our entire firm.

No one will serve you better than Bankers Trust in your daily confrontations with risk.

Bankers Trust
LEAD FROM STRENGTH.

The Markets

THIS WEEK

Global Investor / Martin Dickson in New York

Fighting off the spectral bear



The coming week may be crucial in establishing whether the recent bounce in US bond and equity markets signals an end to their sharp slide - at least in the short run - or is merely a respite from bearish forces.

Last Tuesday's point jump in the Dow Jones Industrial Average, and its further advances later in the week, certainly had the classic characteristics of a market turning point, with a burst of anxious selling suddenly switching to a surge of bargain-hunting buying.

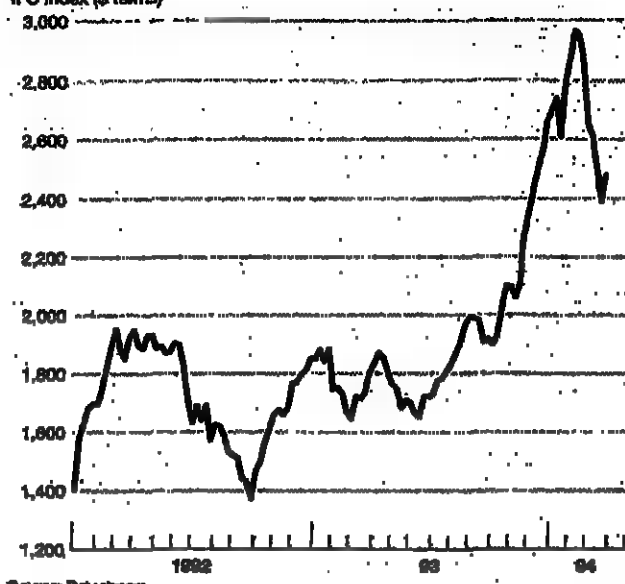
The market was also technically very tidy: a wide array of analysts had forecast a 10 per cent market correction, and so the market rallied after a 9.7 per cent drop - right in line with the historical average for a market correction, both in size and duration.

But relying on history can be dangerous, and this comforting picture could be a little too neat. Certainly, Friday's market rally was not the classic close to a bear market, which would have been a close to a bear market.

Still, the first quarter corporate earnings season beginning this week should at least remind equity investors that the US economic picture

Mexico

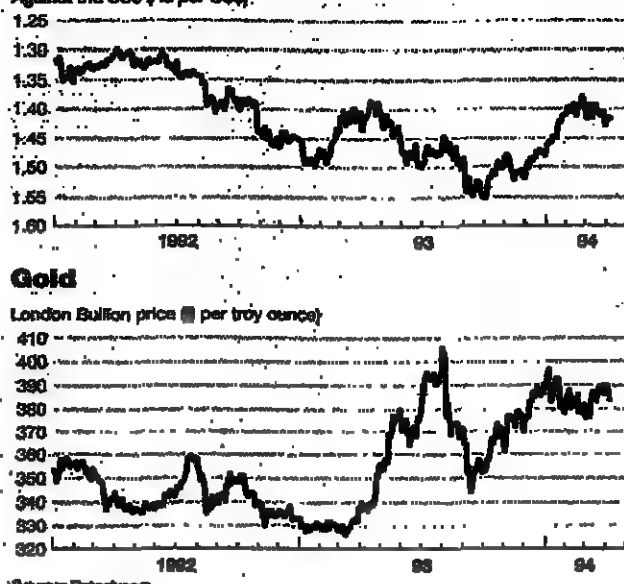
IPC Index (\$ terms)



Source: Datastream

Australian dollar

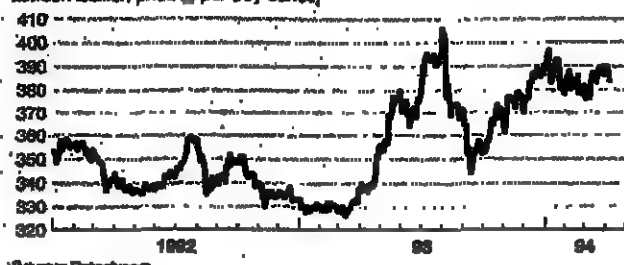
Against the US\$ (A\$ per US\$)



Source: Datastream

Gold

London Bullion price (\$ per troy ounce)



Source: Datastream

Mutual funds

The strength of the US equity market over the past few weeks will depend in substantial part on the performance of the individual funds which have poured cash into mutual funds over the past two years.

But will these investors will remain quite so relaxed when their fund managers' first quarter performance statements pop through the letterbox?

The concern is probably overdone. First, most American investors have given up on large mutual swings since the 1987 crash. Second, the overwhelming weight of professional advice, reaching them from bankers and media pundits, is that they are not witnessing a prolonged bear market and that they should avoid selling at the bottom.

Third, with short-term interest rates still very low in real terms, money market accounts have limited allure, though

the bearish sentiments across the Rio Grande.

Investor nervousness following the peasant rebellion in Chiapas and the killing of Luis Donaldo Coloso, presidential candidate for the ruling PRI party, have combined with rising US interest rates to put pressure on the peso and force short-term interest rates up sharply.

That, in turn, has analysts revising downwards their estimates for GDP growth, with some cutting a half a percentage point off figures which previously ranged from about 3.5 to 4 per cent.

Nor is there much hope of an early end to the political uncertainty, amid growing evidence that Coloso's death was the result of a conspiracy, rather than the action of a lone gunman, and continued rumblings from Chiapas.

The PRI's new presidential candidate, Francisco Zedillo, who belongs to the party's economic reform wing, still seems likely to win the August 21 election, though that remains far from certain, given that he has never held elective office and the party's old guard still has influence.

Geoffrey Dennis of Bear, Stearns does not see an imminent return to the kind of virtuous economic and political circle which would substantially lift the market, but says that the uncertainty is simply delaying an eventual upturn from the recent recession.

"Once you get recovery, and the North American Free Trade Agreement has been kicked in, you logically get off on a four, five, six-year period of sustained growth."

Provided, of course, that the political upheavals in the first few months of this year are not merely scratching the surface of more fundamental problems.

Total return in local currency to 7/4/94

	US	Japan	France	Italy	UK
Cash	0.07	0.24	0.11	0.12	0.15
Bonds 3-5 year	0.80	0.28	0.51	0.53	0.60
Bonds 7-10 year	0.55	0.28	0.75	0.79	0.75
Equities	1.5	0.5	0.7	1.7	1.4
Week	0.07	0.24	0.11	0.12	0.15
Month	0.80	0.28	0.51	0.53	0.60
Year	0.55	0.28	0.75	0.79	0.75

Best performing stocks from FT-A World Indices to local currency to 7/4/94

	Week	Month	Year
Tanaka Properties (Japan)	0.04	33.3	5.4
Analog Devices (US)	36.60	17.3	11.7
Four Seasons Hotels (Canada)	12.75	17.2	7.3
Kolpa (Spain)	6,200.00	16.5	19.2
Public Bank (Japan)	4.80	16.5	12.9
Kim-Hin Ind. (Hong Kong)	17.40	14.8	7.4
Nagasaki (Japan)	893.00	14.3	7.5
Indalment (Italy)	7,825.00	13.8	34.5
Nico Boesold (Japan)	829.00	13.5	9.7
American Greenidge (US)	29.88	13.0	14.0

Source: Datastream. *Weekly figures are weekly averages. **Monthly figures are monthly averages. ***Yearly figures are yearly averages. ****Weekly figures are weekly averages. *****Monthly figures are monthly averages. *****Yearly figures are yearly averages.

which have yet to be seen.

Australian dollar

The price of gold, which rose sharply in March on inflation fears and South African violence, could move closer to the \$400 mark over the next few weeks if the run-up to South Africa's election in late April produces more serious clashes between Zulu forces and the ANC. But given the influence of South African politics on the metal, it is sensible to use the gold price as an indicator of inflation psychology, as Mr Alan Greenspan, the chairman of the Fed, said he was doing recently.

David Smith, chief economist of Smith Financial Services, argues that Mr Greenspan should be paying more attention to the Australian dollar as a barometer of inflationary expectations over the next few months. "Most international investors regard it as a good proxy for global inflation trends because commodities account for about 80 per cent of Australia's exports and many commodity producing companies are based in the country's stock market capitalisation."

What does the recent performance show? The currency rose sharply in late 1993 but since the Fed tightened it has been in a trading range since the January peak, suggesting that the Fed's tightening has successfully dampened inflationary fears.

Economic Eye / Gerard Baker

Deflation - the biggest threat to Japan's economy

Japan's spring pleasures - cherry blossoms, the start of the baseball season, changing the prime minister - seem to have an uplifting effect on the Japanese economy. In the last three years, the end of winter has been marked by a revival in the disappeared as quickly as the cherry blossom. Will 1994 repeat the pattern?

But in the last three months of 1993 gross domestic product grew at an annualised rate of 2.4 per cent. But that was as far as the recovery goes. In the remaining three quarters of the year output contracted.

Last year the first quarter produced growth at an annualised rate of more than 3 per cent. Again the recovery proved short-lived.

All indications are that the first three months of 1994 will again give the Japanese a false sense of optimism. Consumption, housing starts and business confidence have all risen, and the first quarter 1994 figures are expected to show a familiar resumption of growth.

Unabashed by previous premature declarations of recovery, Mr Yasushi Mieno, the Bank of Japan's governor, claimed last week that there is something durable about the revival.

He pronounced the economy to be "near the bottom" of the current cycle - not a jubilant rhetoric, far from the "bottom" of the cycle. Mr Mieno, a significantly more upbeat assessment than previous judgments.

His remarks led to a flurry of selling in the bond market as investors took them as a hint that the official discount rate, currently just 1.75 per cent, might also have reached bottom of the cycle.

However, the Japanese authorities are likely to look especially hard at the evidence before concluding that the recession is really over, and adjusting policy accordingly.

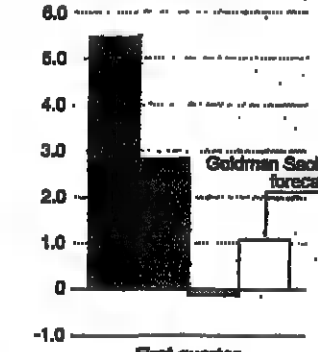
For the most significant sign of Japan's economy is inflation, but its opposite.

The rate of a lasting deflation is probably now greater in Japan than they have been in any big industrial country since the 1930s Depression.

Falling asset prices have

Japan

Real GDP growth Annual % change quarterly



Source: Datastream

have a lesson for the Japanese economy for the last few years on the "Japanese economy" burst.

At first disinflation was seen as an unwelcome but healthy corrective to the excesses of the financial boom. Now the virus has spread to the rest of the economy.

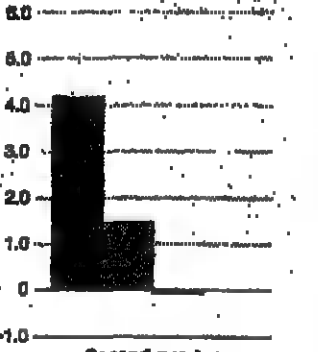
The core rate of consumer price inflation (excluding seasonal prices) is now down to 1 per cent. It took three months compared with the previous three, consumer prices have actually fallen by 1 per cent.

Even that may understate the extent of the deflation. The CPI's basket is revised just every five years, and the basket has changed, the likelihood is that real inflation is even lower.

Prices have been falling for more than a year. In the year to February they dropped by 3.1 per cent. Wages are flat. Though the shunto spring wage negotiations resulted in 3 per

Japan

Real GDP growth Annual % change quarterly



Source: Datastream

cent wage increases, this disguises the real picture.

Wages represent as much as half of a worker's salary and have been cut, or in many cases cancelled this year. Last year total wages rose by 0.6 per cent and the figure will be lower.

The yen's strength is making matters worse. The latest estimate, a 15 per cent revaluation in the last year, is only filtering into prices. Though it will be a once and for all hike in the price level, the higher yen will depress demand further.

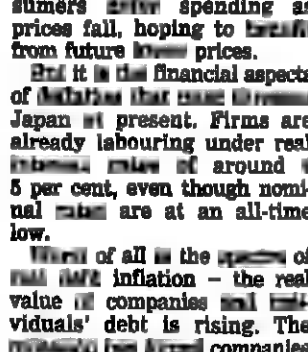
Bank lending grew at an historically low rate of just 0.5 per cent in January, and the money stock (M2 plus CDs) spent 100 of 1993 falling.

In short, the conditions are in place for a classic, deflationary spiral: falling prices and falling demand which characterise the Great Depression.

In a deflationary spiral, prices remain competitive in a push downwards,

Japan

Real GDP growth Annual % change quarterly



Source: Datastream

reducing wages, and so the spiral still further.

Falling prices depress consumption in other ways; consumers defer spending as prices fall, hoping to benefit from future price rises.

But it is the financial aspects of deflation that cause the most trouble for Japan at present. Firms are already labouring under real interest rates of around 5 per cent, even though nominal rates are at an all-time low.

What of all in the wake of real deflation - the real value of companies and individuals' debt is rising. The real value of the debt is rising, and the real value of the debt is rising, and the real value of the debt is rising.

This may mean that in a world market on the perils of inflation, isn't a bit of deflation merely a breathing space for Japan's depressed economy?

A feature of the post-war economy has been relatively low inflation. The latest estimate, a 15 per cent revaluation in the last year, is only filtering into prices. Though it will be a once and for all hike in the price level, the higher yen will depress demand further.

Until now, the Bank of Japan has pursued an expansionary monetary policy - with the lowest nominal interest rates in the world.

But the real deflationary pressures at work in the economy mean that policy is tightening by default.

Another spring glimmer of recovery may tempt the Bank to keep rates where they are. If it does, this upturn may prove as durable as the previous Japanese prime minister.

البنك التجاري
THE NATIONAL COMMERCIAL BANK
(A GENERAL PARTNERSHIP - C.R. 1980)

FINANCIAL HIGHLIGHTS AS OF 31 DECEMBER 1993
(In thousands of Saudi Riyals)

	1993	1992
BALANCE SHEET		
ASSETS		
Cash, balances with SAMA and due from	18,802,623	18,834,360
Trading securities, investment securities, net	15,779,014	14,222,514
Loans and advances, net	27,457,992	25,901,682
Fixed assets, net	1,414,583	1,436,432
Other assets and other real estate	3,393,488	3,313,339
TOTAL ASSETS	66,847,700	63,708,327
LIABILITIES AND PARTNERS' EQUITY		
LIABILITIES		
Total deposits:		
(Customers' call, time, saving deposits and deposits)	51,273,666	51,739,461
Due to	6,703,790	3,861,804
Other liabilities	1,917,942	1,657,943
TOTAL LIABILITIES	59,895,398	57,259,208
PARTNERS' EQUITY		
Capital	6,000,000	6,000,000
Statutory reserve	952,302	449,119
TOTAL PARTNERS' EQUITY	6,952,302	6,449,119
TOTAL LIABILITIES AND PARTNERS' EQUITY	66,847,700	63,708,327
CONTRA ACCOUNTS	45,746,433	52,981,432
STATEMENT OF INCOME		
Total Operating Income	3,967,125	3,482,640
Less: Cost of funds	1,174,581	1,538,139
Income before operating expenses	2,792,544	1,944,501
Operating Expenses	1,432,819	1,435,599
Net operating income before provisions	1,359,725	508,902
Provision for credit losses	(293,400)	(81,081)
Provision for decline in value of investments	(170,000)	-
Provision for decline in value of real estate	(393,142)	-
Net income	503,183	427,821

Main Offices
Saudi Arabia: Jeddah: Box 3555, Jeddah 21481 Tel: (966) 804 6644
Riyadh: Box 3555, Riyadh 11481 Tel: (966) 804 6644
Dammam: Box 3555, Dammam 31481 Tel: (966) 804 6644
Eastern Region Management: P.O. Box 11481, Jeddah 21481 Tel: (966) 804 6644
SOUTHERN REGION MANAGEMENT: P.O. Box 11481, Jeddah 21481 Tel: (966) 804 6644
Branches
IRAN: Saudi National Commercial Bank P.O. Box 11481, Jeddah 21481 Tel: (966) 804 6644
BAHRAIN: Saudi National Commercial Bank P.O. Box 11481, Jeddah 21481 Tel: (966) 804 6644
Representative Offices
UNITED KINGDOM: The National Commercial Bank 24 Deans Road, London EC3A 1JR Tel: (44) 20 72424233
SINGAPORE: The National Commercial Bank 111 Robinson Road, Singapore 068401 Tel: (65) 434 1111
JAPAN: The National Commercial Bank The Imperial Tower (14-5-1-1) Chiyoda-ku, Tokyo 100 Tel: (81) 3 5561 1111
SINGAPORE: The National Commercial Bank 111 Robinson Road, Singapore 068401 Tel: (65) 434 1111
SINGAPORE: The National Commercial Bank 111 Robinson Road, Singapore 068401 Tel: (65) 434 1111

صندوق الاستثمار

Emiko Terazono

Companies have had to refrain from corporate bond financing because of last month's volatility on the bond market.

However, some traders expect instability stemming from uncertainty over US interest rates to continue this week. Japanese bonds are likely to be affected if fears of tighter monetary policy by the US Federal Reserve Board destabilise the US Treasury bond market.

صبرنا من الراحل

WORLD STOCK MARKETS

EUROPE									
Stock	High	Low	Open	Close	Change	Volume	High	Low	Open
Austria (Apr 8/ Fri)									
ATX	1,845	1,820	1,820	1,820	0	1,845	1,845	1,820	1,820
Belgium (Apr 8/ Fri)									
BEX	3,200	3,150	3,150	3,150	0	3,200	3,200	3,150	3,150
France (Apr 8/ Fri)									
CAC	3,200	3,150	3,150	3,150	0	3,200	3,200	3,150	3,150
Germany (Apr 8/ Fri)									
DAX	2,200	2,150	2,150	2,150	0	2,200	2,200	2,150	2,150
Italy (Apr 8/ Fri)									
FTSE	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Netherlands (Apr 8/ Fri)									
AEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Spain (Apr 8/ Fri)									
IBEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Sweden (Apr 8/ Fri)									
OMX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Switzerland (Apr 8/ Fri)									
SIX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
UK (Apr 8/ Fri)									
FTSE 100	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
US (Apr 8/ Fri)									
Dow Jones	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Japan (Apr 8/ Fri)									
Nikkei 225	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
South Africa (Apr 8/ Fri)									
FTSE-JSE	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Australia (Apr 8/ Fri)									
ASX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
New Zealand (Apr 8/ Fri)									
SEAX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Hong Kong (Apr 8/ Fri)									
HKEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Singapore (Apr 8/ Fri)									
SEAX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Taiwan (Apr 8/ Fri)									
TSEI	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Korea (Apr 8/ Fri)									
KOSPI	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
India (Apr 8/ Fri)									
Sensex	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Brazil (Apr 8/ Fri)									
IBOV	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Mexico (Apr 8/ Fri)									
IPC	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Russia (Apr 8/ Fri)									
RTS	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Poland (Apr 8/ Fri)									
GPW	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Czech Republic (Apr 8/ Fri)									
PSE	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Hungary (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Croatia (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Slovenia (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Slovakia (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Lithuania (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Latvia (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Estonia (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Finland (Apr 8/ Fri)									
HEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Norway (Apr 8/ Fri)									
OSEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Denmark (Apr 8/ Fri)									
OMX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Iceland (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Portugal (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Greece (Apr 8/ Fri)									
ATHEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Cyprus (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Malta (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Luxembourg (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Ireland (Apr 8/ Fri)									
ISEQ	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Austria (Apr 8/ Fri)									
ATX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Belgium (Apr 8/ Fri)									
BEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
France (Apr 8/ Fri)									
CAC	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Germany (Apr 8/ Fri)									
DAX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Italy (Apr 8/ Fri)									
FTSE	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Netherlands (Apr 8/ Fri)									
AEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Spain (Apr 8/ Fri)									
IBEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Sweden (Apr 8/ Fri)									
OMX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Switzerland (Apr 8/ Fri)									
SIX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
UK (Apr 8/ Fri)									
FTSE 100	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
US (Apr 8/ Fri)									
Dow Jones	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Japan (Apr 8/ Fri)									
Nikkei 225	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
South Africa (Apr 8/ Fri)									
FTSE-JSE	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Australia (Apr 8/ Fri)									
ASX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
New Zealand (Apr 8/ Fri)									
SEAX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Hong Kong (Apr 8/ Fri)									
HKEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Singapore (Apr 8/ Fri)									
SEAX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Taiwan (Apr 8/ Fri)									
TSEI	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Korea (Apr 8/ Fri)									
KOSPI	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
India (Apr 8/ Fri)									
Sensex	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Brazil (Apr 8/ Fri)									
IBOV	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Mexico (Apr 8/ Fri)									
IPC	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Russia (Apr 8/ Fri)									
RTS	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Poland (Apr 8/ Fri)									
GPW	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Czech Republic (Apr 8/ Fri)									
PSE	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Hungary (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Croatia (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Slovenia (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Slovakia (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Lithuania (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Latvia (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Estonia (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Finland (Apr 8/ Fri)									
HEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Norway (Apr 8/ Fri)									
OSEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Denmark (Apr 8/ Fri)									
OMX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Iceland (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Portugal (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Greece (Apr 8/ Fri)									
ATHEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Cyprus (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Malta (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Luxembourg (Apr 8/ Fri)									
INDEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Ireland (Apr 8/ Fri)									
ISEQ	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Austria (Apr 8/ Fri)									
ATX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Belgium (Apr 8/ Fri)									
BEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
France (Apr 8/ Fri)									
CAC	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Germany (Apr 8/ Fri)									
DAX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Italy (Apr 8/ Fri)									
FTSE	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Netherlands (Apr 8/ Fri)									
AEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Spain (Apr 8/ Fri)									
IBEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Sweden (Apr 8/ Fri)									
OMX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Switzerland (Apr 8/ Fri)									
SIX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
UK (Apr 8/ Fri)									
FTSE 100	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
US (Apr 8/ Fri)									
Dow Jones	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Japan (Apr 8/ Fri)									
Nikkei 225	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
South Africa (Apr 8/ Fri)									
FTSE-JSE	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Australia (Apr 8/ Fri)									
ASX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
New Zealand (Apr 8/ Fri)									
SEAX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Hong Kong (Apr 8/ Fri)									
HKEX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Singapore (Apr 8/ Fri)									
SEAX	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Taiwan (Apr 8/ Fri)									
TSEI	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Korea (Apr 8/ Fri)									
KOSPI	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
India (Apr 8/ Fri)									
Sensex	1,200	1,150	1,150	1,150	0	1,200	1,200	1,150	1,150
Brazil (Apr 8/ Fri)									
IBOV	1,200	1,150	1,150	1,150					

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Michigan Life Investments (1/2009)			
	2008	2007	2006
Assets	2,784	279	621
Liabilities	230	200	462
Equity	2,554	77	159
Assets	2,784	279	621
Liabilities	230	200	462
Equity	2,554	77	159
Assets	2,784	279	621
Liabilities	230	200	462
Equity	2,554	77	159

1942 '43	1943 '44	1944 '45	1945 '46	1946 '47	1947 '48	1948 '49	1949 '50	1950 '51	1951 '52	1952 '53	1953 '54	1954 '55	1955 '56	1956 '57	1957 '58	1958 '59	1959 '60	1960 '61	1961 '62	1962 '63	1963 '64	1964 '65	1965 '66	1966 '67	1967 '68	1968 '69	1969 '70	1970 '71	1971 '72	1972 '73	1973 '74	1974 '75	1975 '76	1976 '77	1977 '78	1978 '79	1979 '80	1980 '81	1981 '82	1982 '83	1983 '84	1984 '85	1985 '86	1986 '87	1987 '88	1988 '89	1989 '90	1990 '91	1991 '92	1992 '93	1993 '94	1994 '95	1995 '96	1996 '97	1997 '98	1998 '99	1999 '00	2000 '01	2001 '02	2002 '03	2003 '04	2004 '05	2005 '06	2006 '07	2007 '08	2008 '09	2009 '10	2010 '11	2011 '12	2012 '13	2013 '14	2014 '15	2015 '16	2016 '17	2017 '18	2018 '19	2019 '20	2020 '21	2021 '22	2022 '23	2023 '24	2024 '25	2025 '26	2026 '27	2027 '28	2028 '29	2029 '30	2030 '31	2031 '32	2032 '33	2033 '34	2034 '35	2035 '36	2036 '37	2037 '38	2038 '39	2039 '40	2040 '41	2041 '42	2042 '43	2043 '44	2044 '45	2045 '46	2046 '47	2047 '48	2048 '49	2049 '50	2050 '51	2051 '52	2052 '53	2053 '54	2054 '55	2055 '56	2056 '57	2057 '58	2058 '59	2059 '60	2060 '61	2061 '62	2062 '63	2063 '64	2064 '65	2065 '66	2066 '67	2067 '68	2068 '69	2069 '70	2070 '71	2071 '72	2072 '73	2073 '74	2074 '75	2075 '76	2076 '77	2077 '78	2078 '79	2079 '80	2080 '81	2081 '82	2082 '83	2083 '84	2084 '85	2085 '86	2086 '87	2087 '88	2088 '89	2089 '90	2090 '91	2091 '92	2092 '93	2093 '94	2094 '95	2095 '96	2096 '97	2097 '98	2098 '99	2099 '00	2100 '01	2101 '02	2102 '03	2103 '04	2104 '05	2105 '06	2106 '07	2107 '08	2108 '09	2109 '10	2110 '11	2111 '12	2112 '13	2113 '14	2114 '15	2115 '16	2116 '17	2117 '18	2118 '19	2119 '20	2120 '21	2121 '22	2122 '23	2123 '24	2124 '25	2125 '26	2126 '27	2127 '28	2128 '29	2129 '30	2130 '31	2131 '32	2132 '33	2133 '34	2134 '35	2135 '36	2136 '37	2137 '38	2138 '39	2139 '40	2140 '41	2141 '42	2142 '43	2143 '44	2144 '45	2145 '46	2146 '47	2147 '48	2148 '49	2149 '50	2150 '51	2151 '52	2152 '53	2153 '54	2154 '55	2155 '56	2156 '57	2157 '58	2158 '59	2159 '60	2160 '61	2161 '62	2162 '63	2163 '64	2164 '65	2165 '66	2166 '67	2167 '68	2168 '69	2169 '70	2170 '71	2171 '72	2172 '73	2173 '74	2174 '75	2175 '76	2176 '77	2177 '78	2178 '79	2179 '80	2180 '81	2181 '82	2182 '83	2183 '84	2184 '85	2185 '86	2186 '87	2187 '88	2188 '89	2189 '90	2190 '91	2191 '92	2192 '93	2193 '94	2194 '95	2195 '96	2196 '97	2197 '98	2198 '99	2199 '00	2200 '01	2201 '02	2202 '03	2203 '04	2204 '05	2205 '06	2206 '07	2207 '08	2208 '09	2209 '10	2210 '11	2211 '12	2212 '13	2213 '14	2214 '15	2215 '16	2216 '17	2217 '18	2218 '19	2219 '20	2220 '21	2221 '22	2222 '23	2223 '24	2224 '25	2225 '26	2226 '27	2227 '28	2228 '29	2229 '30	2230 '31	2231 '32	2232 '33	2233 '34	2234 '35	2235 '36	2236 '37	2237 '38	2238 '39	2239 '40	2240 '41	2241 '42	2242 '43	2243 '44	2244 '45	2245 '46	2246 '47	2247 '48	2248 '49	2249 '50	2250 '51	2251 '52	2252 '53	2253 '54	2254 '55	2255 '56	2256 '57	2257 '58	2258 '59	2259 '60	2260 '61	2261 '62	2262 '63	2263 '64	2264 '65	2265 '66	2266 '67	2267 '68	2268 '69	2269 '70	2270 '71	2271 '72	2272 '73	2273 '74	2274 '75	2275 '76	2276 '77	2277 '78	2278 '79	2279 '80	2280 '81	2281 '82	2282 '83	2283 '84	2284 '85	2285 '86	2286 '87	2287 '88	2288 '89	2289 '90	2290 '91	2291 '92	2292 '93	2293 '94	2294 '95	2295 '96	2296 '97	2297 '98	2298 '99	2299 '00	2300 '01	2301 '02	2302 '03	2303 '04	2304 '05	2305 '06	2306 '07	2307 '08	2308 '09	2309 '10	2310 '11	2311 '12	2312 '13	2313 '14	2314 '15	2315 '16	2316 '17	2317 '18	2318 '19	2319 '20	2320 '21	2321 '22	2322 '23	2323 '24	2324 '25	2325 '26	2326 '27	2327 '28	2328 '29	2329 '30	2330 '31	2331 '32	2332 '33	2333 '34	2334 '35	2335 '36	2336 '37	2337 '38	2338 '39	2339 '40	2340 '41	2341 '42	2342 '43	2343 '44	2344 '45	2345 '46	2346 '47	2347 '48	2348 '49	2349 '50	2350 '51	2351 '52	2352 '53	2353 '54	2354 '55	2355 '56	2356 '57	2357 '58	2358 '59	2359 '60	2360 '61	2361 '62	2362 '63	2363 '64	2364 '65	2365 '66	2366 '67	2367 '68	2368 '69	2369 '70	2370 '71	2371 '72	2372 '73	2373 '74	2374 '75	2375 '76	2376 '77	2377 '78	2378 '79	2379 '80	2380 '81	2381 '82	2382 '83	2383 '84	2384 '85	2385 '86	2386 '87	2387 '88	2388 '89	2389 '90	2390 '91	2391 '92	2392 '93	2393 '94	2394 '95	2395 '96	2396 '97	2397 '98	2398 '99	2399 '00	2400 '01	2401 '02	2402 '03	2403 '04	2404 '05	2405 '06	2406 '07	2407 '08	2408 '09	2409 '10	2410 '11	2411 '12	2412 '13	2413 '14	2414 '15	2415 '16	2416 '17	2417 '18	2418 '19	2419 '20	2420 '21	2421 '22	2422 '23	2423 '24	2424 '25	2425 '26	2426 '27	2427 '28	2428 '29	2429 '30	2430 '31	2431 '32	2432 '33	2433 '34	2434 '35	2435 '36	2436 '37	2437 '38	2438 '39	2439 '40	2440 '41	2441 '42	2442 '43	2443 '44	2444 '45	2445 '46	2446 '47	2447 '48	2448 '49	2449 '50	2450 '51	2451 '52	2452 '53	2453 '54	2454 '55	2455 '56	2456 '57	2457 '58	2458 '59	2459 '60	2460 '61	2461 '62	2462 '63	2463 '64	2464 '65	2465 '66	2466 '67	2467 '68	2468 '69	2469 '70	2470 '71	2471 '72	2472 '73	2473 '74	2474 '75	2475 '76	2476 '77	2477 '78	2478 '79	2479 '80	2480 '81	2481 '82	2482 '83	2483 '84	2484 '85	2485 '86	2486 '87	2487 '88	2488 '89	2489 '90	2490 '91	2491 '92	2492 '93	2493 '94	2494 '95	2495 '96	2496 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'19	2719 '20	2720 '21	2721 '22	2722 '23	2723 '24	2724 '25	2725 '26	2726 '27	2727 '28	2728 '29	2729 '30	2730 '31	2731 '32	2732 '33	2733 '34	2734 '35	2735 '36	2736 '37	2737 '38	2738 '39	2739 '40	2740 '41	2741 '42	2742 '43	2743 '44	2744 '45	2745 '46	2746 '47	2747 '48	2748 '49	2749 '50	2750 '51	2751 '52	2752 '53	2753 '54	2754 '55	2755 '56	2756 '57	2757 '58	2758 '59	2759 '60	2760 '61	2761 '62	2762 '63	2763 '64	2764 '65	2765 '66	2766 '67	2767 '68	2768 '69	2769 '70	2770 '71	2771 '72	2772 '73	2773 '74	2774 '75	2775 '76	2776 '77	2777 '78	2778 '79	2779 '80	2780 '81	2781 '82	2782 '83	2783 '84	2784 '85	2785 '86	2786 '87	2787 '88	2788 '89	2789 '90	2790 '91	2791 '92	2792 '93	2793 '94	2794 '95	2795 '96	2796 '97	2797 '98	2798 '99	2799 '00	2800 '01	2801 '02	2802 '03	2803 '04	2804 '05	2805 '06	2806 '07	2807 '08	2808 '09	2809 '10	2810 '11	2811 '12	2812 '13	2813 '14	2814 '15	2815 '16	2816 '17	2817 '18	2818 '19	2819 '20	2820 '21	2821 '22	2822 '23	2823 '24	2824 '25	2825 '26	2826 '27	2827 '28	2828 '29	2829 '30	2830 '31	2831 '32	2832 '33	2833 '34	2834 '35	2835 '36	2836 '37	2837 '38	2838 '39	2839 '40	2840 '41	2841 '42	2842 '43	2843 '44	2844 '45	2845 '46	2846 '47	2847 '48	2848 '49	2849 '50	2850 '51	2851 '52	2852 '53	2853 '54	2854 '55	2855 '56	2856 '57	2857 '58	2858 '59	2859 '60	2860 '61	2861 '62	2862 '63	2863 '64	2864 '65	2865 '66	2866 '67	2867 '68	2868 '69	2869 '70	2870 '71	2871 '72	2872 '73	2873 '74	2874 '75	2875 '76	2876 '77	2877 '78	2878 '79	2879 '80	2880 '81	2881 '82	2882 '83	2883 '84	2884 '85	2885 '86	2886 '87	2887 '88	2888 '89	2889 '90	2890 '91	2891 '92	2892 '93	2893 '94	2894 '95	2895 '96	2896 '97	2897 '98	2898 '99	2899 '00	2900 '01	2901 '02	2902 '03	2903 '04	2904 '05	2905 '06	2906 '07	2907 '08	2908 '09	2909 '10	2910 '11	2911 '12	2912 '13	2913 '14	2914 '15	2915 '16	2916 '17	2917 '18	2918 '19	2919 '20	2920 '21	2921 '22	2922 '23	2923 '24	2924 '25	2925 '26	2926 '27	2927 '28	2928 '29	2929 '30	2930 '31	2931 '32	2932 '33	2933 '34	2934 '35	2935 '36	2936 '37	2937 '38	2938 '39	2939 '40	2940 '41	2941 '42	2942 '43	2943 '44	2944 '45	2945 '46	2946 '47	2947 '48	2948 '49	2949 '50	2950 '51	2951 '52	2952 '53	2953 '54	2954 '55	2955 '56	2956 '57	2957 '58	2958 '59	2959 '60	2960 '61	2961 '62	2962 '63	2963 '64	2964 '65	2965 '66	2966 '67	2967 '68	2968 '69	2969 '70	2970 '71	2971 '72	2972 '73	2973 '7
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Singer		Singer		Singer	
100%	100%	100%	100%	100%	100%
90%	90%	90%	90%	90%	90%
80%	80%	80%	80%	80%	80%
70%	70%	70%	70%	70%	70%
60%	60%	60%	60%	60%	60%
50%	50%	50%	50%	50%	50%
40%	40%	40%	40%	40%	40%
30%	30%	30%	30%	30%	30%
20%	20%	20%	20%	20%	20%
10%	10%	10%	10%	10%	10%
0%	0%	0%	0%	0%	0%

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■ FT Citivine Unit Trust Prices: dial 0891 430010 and key in a 5 digit code listed below. Calls are charged at 39p/minute cheap rate and 49p/minute at all other times. International access available by subscription only. For more details call the FT Citivine Help Desk on 071-873 4378.

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هكذا من الاعمال

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● FT Cityline Unit Trust Prices: dial 8891 430010 and key in a 5 digit code listed below. Calls are charged at 35¢/minute cheap rate and 49¢/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on 071-873 4378.

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صبرنا من الامل

FINANCIAL TIMES MONDAY APRIL 11 1994

INVESTMENT TRUSTS - CONT.

هكذا من الاعمال

TRANSPORT - Cont.

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SOUTH AFRICAN		Notes	Price of
_____	_____	_____	_____
_____	_____	_____	_____
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GUIDE TO LONDON

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Where stocks are denominated in
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FT GUIDE TO THE WEEK

11
MONDAY

Yeltsin visits Spain

Russian President Boris Yeltsin arrives in Spain for an official three-day visit during which he will try to drum up investment and reassure Russia's continuing friendship despite its more assertive foreign policy. The visit comes at a time of continuing political instability in Russia and speculation about the president's health.

Air France bailout result

The outcome of a staff ballot on the rescue plan for Air France should be known by this evening. Trade union officials expect a majority of the 40,000 workforce to support the package of job cuts and a wage freeze to secure FF20bn (\$3.5bn) of state aid for the loss-making state-owned airline.

Chairman Christian Blanc has said he will quit if staff do not give him a clear majority. Prime minister Edouard Balladur has made approval of the plan a condition for receiving government subsidy.

Council of Europe assembly

The Council of Europe parliamentary assembly meets until April 11 in Strasbourg, France. During the session there will be a vote for the post of secretary-general.

The Council of Europe has been the main forum for welcoming new democracies into Europe's institutional structures. It is now expected to join the Council and will send a parliamentary delegation. Russian deputy prime minister Vladimir Zhirinovskiy, who visited the west, will be part of the delegation.

IADB meeting: The Inter-American Development Bank holds its annual meeting in Guadalajara, Mexico, from April 11 to 13. The talks will centre on a proposed \$100m capital increase for the bank.

Ilescu trip to France: Romanian President Ion Ilescu begins a three-day visit to France (until April 14). It is his official visit to the country since taking office in 1990. He will meet President François Mitterrand and Prime Minister Edouard Balladur. France has been more sympathetic to Romania than most EU states, who are worried by the continuing dominance of former communists, including Ilescu himself.

Reforms return: After a two-week recess, the US Senate returns today, and House tomorrow.

Funding Agency for Schools: The UK launches a government agency which will further erode the system of local authority-run mixed ability education. The FAS will help administer, set up and fund grant-maintained but independently run schools which are wholly or partially funded by the state.

Holidays: Hong Kong celebrates the Queen's birthday; India is on holiday for Good Friday.

FT Survey: Latin American Finance.

12
TUESDAY

Uruguay Round talks



World trade ministers will meet in Marrakesh, Morocco, until April 15. On Friday they are due to sign the long-delayed final text of the Uruguay Round, which was agreed last November. The signing will take place a few days before the expiry of US President Clinton's "fast-track" negotiating authority granted by the US Congress in April 1993.

The US has demanded that the World Trade Organisation, the new permanent body to replace GATT, should be formally committed to the links between trade and human rights. This was added on as a protectionist ploy by developing countries. A compromise now appears to have been reached.

UK parliament returns: After a recess, the UK House of Commons returns today and the European parliament returns on Wednesday. The House will debate the position of the prime minister. Key pieces of legislation before parliament include the criminal justice bill and the deregulation bill.

Texas Democratic primary: A run-off primary will be held for the Senate in Texas to determine the winner of the Republican primary. Competing for the nomination are former governor Jim Wallace and businessman Richard Fisher.

Japanese economic figures: This week a slew of economic figures will be closely watched for any signs of a recovery in the Japanese economy.

Many analysts predict that Japan's recession, one of the worst since the war, is coming to an end. Consumer activity has shown signs of responding to the government's four economic stimulus packages while figures for industrial output rose on Friday.

Boasting confidence in the possibility of recovery is a strong theme in housing starts which has been evident since the autumn. From that, economists expect a pick-up in demand this spring as consumer goods generally lag housing starts by six months.

FT Survey: Slovenia.

13
WEDNESDAY

Macedonia deadline

This is the EU deadline for Greece to lift its two-month embargo of Macedonia or face legal action in the European Court of Justice. Today Macedonian officials hold talks in New York with Cyrus Vance, UN mediator in the dispute over the former Yugoslav republic's name, flag and constitution. Greece will meet Vance tomorrow but is unlikely to lift the embargo before today's deadline.

Chinese trade mission: The minister Wu Yi leads a 200-strong mission, the largest sent to the US, to negotiate 800 contracts. President Clinton has made a renewal of China's "most favoured nation" trade status dependent on human rights improvements this year.

Party funding reports: The House of Commons home affairs committee publishes its report into funding of political parties. The inquiry began last year after the disgraced entrepreneur Lord Nairn's donations to the Conservative party.

Labour and Liberal Democrats MPs will want either state funding or strict controls on donations and election spending because of the scale of business donations to the Conservatives, many MPs believe.

Israeli withdrawal date



Israel is due to complete its military withdrawal from the occupied Gaza Strip and West Bank town of Jericho in preparation for Palestinian self-rule under last September's peace deal. However, the Israeli troop pull-out is dependent on Israel and the Palestinian Organisation completing a comprehensive agreement in Cairo on security and economic issues.

Israel has virtually completed its withdrawal but the talks have been bogged down in wrangling over the role of the Palestinian police force and the extent of Israeli legal jurisdiction.

In Strasbourg, PLO chairman Yasser Arafat will address the Council of Europe's assembly and will make an edgy comment on any delays.

US retail sales: A weak start to today's US retail sales figures for March may heighten fears that the Federal Reserve will tighten monetary policy. Most today's US consumer prices index for March, which is expected to have moved a notch higher.

14
THURSDAY

Bundesbank meeting

Having been caught repeatedly on the hop by most of the Bundesbank's interest rate shifts in the past 12 months, economists are prepared to call the odds on a discount rate cut at today's meeting of the German central bank's council. Some tea leaf watchers suggest a move this week to head off friction at the meeting booked for Washington on April 23 and 24, but they are in a minority.

Although most indicators point firmly towards further reductions, the Bundesbankers can easily blame any delay on the uncertainty caused by the recent explosion in M3 money supply growth. Even though the bank claims it has identified the "special factors" responsible, and suggests there is little need for concern, experience shows that it likes to be sure that it is receiving all signals clearly before going into action.

UDF conference: Bulgaria's opposition Union of Democratic Forces holds a national conference (to April 15). The UDF won the October 1991 election but collapsed after little more than a year in a welter of internal wrangles and scandals, leading to the return of a government backed by the Bulgarian Socialist party, the former communists, and breakaway elements from the UDF.

The UDF hopes that Bulgaria's main problems will be solved in the next election, which is due in 1995 but likely before then.

Pasek congress: Poland's ruling Polish People's Party holds a party congress for the first time in more than three years (until April 17). Although the leadership is set on the agenda, potential successors are jostling for position in the corridors. The leading contender, interior minister Aleks Troschchopoulos, expects to boost his chances by winning the congress and then general secretary.

Pawlak visits Germany: Waldemar Pawlak, Poland's prime minister, begins a two-day official visit to Germany. Although relations between Bonn and Warsaw are very good, the Polish government remains disappointed at the low levels of investment by German companies in Poland.

Pawlak, who leads a coalition of the Democratic Left Alliance and the Peasants party, will seek to assure his hosts that there is no turning back from the economic reforms.

UK visible trade figures: Analysts will watch today's whole world trade figures for January for signs that recovery in the UK is putting pressure on the world trade market. The last set of complete trade figures were disappointingly weak with higher imports in particular suggesting that the UK trade balance is deteriorating.

FT Survey: Turkey; Austria.

15
FRIDAY

Italy's parliament meets

Italy's new members of parliament meet today. The business of government begins until Italian President Oscar Luigi Scalfaro has named a prime minister, which he cannot do until parliament has reconvened. Italian magnate Silvio Berlusconi appears increasingly likely to be asked to form a right-wing administration.

CIS summit: The former Soviet republics meet in Moscow to try to make progress on economic union and military co-operation. The European Security and Reconstruction begins a four-day summit meeting in St Petersburg.

Brazil debt deadline: Brazil and its private bank creditors are expected to complete a \$10bn debt rescheduling in New York, reducing the interest rate on Brazil, the developing world's largest debtor.

UK retail prices index: The March figure may have been boosted by the delayed end to January discount sales, but the dropping out of increases in petrol and food prices last year may cut the underlying rate.

16-17
WEEKEND

EU and GCC in Riyadh

Ministers and officials from the European Union and the Gulf Cooperation Council (GCC) grouping of Gulf Arab states meet in Riyadh on Sunday. They will discuss the long-standing Gulf concern of petrochemical access to the European market.

Pacific Grand Prix: The Formula One World Championship motor racing Grand Prix will be held in Aida, Japan, on Sunday.

London Marathon: On Sunday the International London Marathon will begin at Greenwich and finish in front of Buckingham Palace. It has a world-record entry of 50,000 runners.

Fifth Test match: England play India in the fifth and final Test match at St John's, Antigua, from Saturday to April 21.

Embassy World Championships: The World Snooker Championships will be held at the Crucible Theatre, Sheffield, from Saturday to May 2.

Edited by Robert Anderson. Tel: (+44) 1875 333 3194.

ECONOMIC DIARY

Other economic news

Monday: UK consumer credit figures for February will be analysed for further signs that UK consumers have been cutting back on their spending ahead of this month's tax increases. The average forecast is for net credit of £250m, against £236m in January.

Tuesday: Monthly producer price figures for the US are expected to show rises of 0.2 per cent in both the headline and the core rate, indicating that there is still little sign of an inflationary upturn, despite the strong economic growth.

Meanwhile, figures for French inflation in March are expected to show that prices are under control, with a 0.1 per cent month-on-month increase allowing the annual rate to drop to 1.6 per cent. For much of 1993, French inflation was hovering around the 2 per cent mark.

Friday: The strength of the US economy should be shown by industrial production figures for March, showing a monthly rise of 0.7 per cent and by capacity utilisation figures, which are forecast to have edged up to 83.8 per cent, from 83.4 per cent in February. Very strong numbers will awaken fears that the Fed will move to tighten again.

Statistics to be released this week

Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	UK	Feb consumer credit	£250m	£236m
April 11	UK	Feb motor vehicle sales	2.6%	-1%
Tue	US	March producer price index	+0.2%	0.5%
April 12	US	Feb retail sales excl. autos	+0.1%	0.1%
	Japan	Feb mech'y orders ex ships etc	1%	1.9%
	Japan	Feb mech'y orders ex ships etc	-1%	0.4%
	France	Feb consumer price index prelim	1.8%	1.8%
	Canada	Mar housing starts	168,000	153,000
Wed	US	Mar retail sales	+1%	1.5%
April 13	US	Mar consumer price index	+0.5%	1%
	US	Mar consumer price index	+0.3%	0.3%
	US	Mar food price index	+0.3%	0.3%
	France	Mar consumer price index	FFr6bn	FFr15.7bn
Thur	US	Feb industrial production	-	0.0%
April 14	US	M1, until April 4	-\$2.2bn	-\$3.2bn
	US	Ditto, M2	-\$2.5bn	-\$0.1bn
	US	Ditto, M3	-\$6.5bn	-\$4.3bn
	US	M1, monthly	-\$6bn	\$5.1bn
	US	M2, monthly	-\$17bn	-\$3.2bn
	US	Ditto, M3	-\$10bn	-\$27.6bn
	US	Mar consumer price index	334,000	337,000
	Japan	Mar consumer price index	-0.1%	-
	Japan	Mar consumer price index	-2.8%	-3.2%
	UK	Mar trade - global	-£1.31bn	-£1.57bn
	Spain	Mar consumer price index	4.8%	-
Fri	UK	Mar industrial production	+0.7%	0.8%
April 15	UK	Mar capacity utilisation	83.8%	83.4%
	Japan	Mar industrial production	-	1%
	Japan	Feb shipments (mar)	-	0.7%
	UK	Mar retail price index	0.4%	0.5%
	UK	Mar retail price index	2.4%	2.4%
	UK	Mar mortgage int payments	0.5%	0.5%
	UK	Mar consumer price index	0.2%	0.2%
	Canada	Mar consumer price index	0.8%	0.8%
	Canada	Mar food & energy	0.4	0.4%
During this week...				
	Japan	Mar trade balance, seasonally adjusted	\$10.9bn	-
	Japan	Mar money supply, M2/deposits	-	1.6%
	Japan	Mar liquidity	-	3%
	Germany	Mar real cost of living	-	3.4%
	Germany	Feb retail sales real	0.5%	-
	Germany	Mar consumer price index	0.2%	0.5%
	France	Mar M3	-	0.1%
	Netherlands	Mar consumer price index	0.5%	-
	Netherlands	Mar trade balance	-	1%
	Spain	Mar unemployment rate	18.01%	-
	Spain	Mar M4 - seasonally adjusted	-2.7%	-6.3%
	Spain	Mar unemployment seasonally adjusted	12.3%	12.5%

MONDAY PRIZE CROSSWORD
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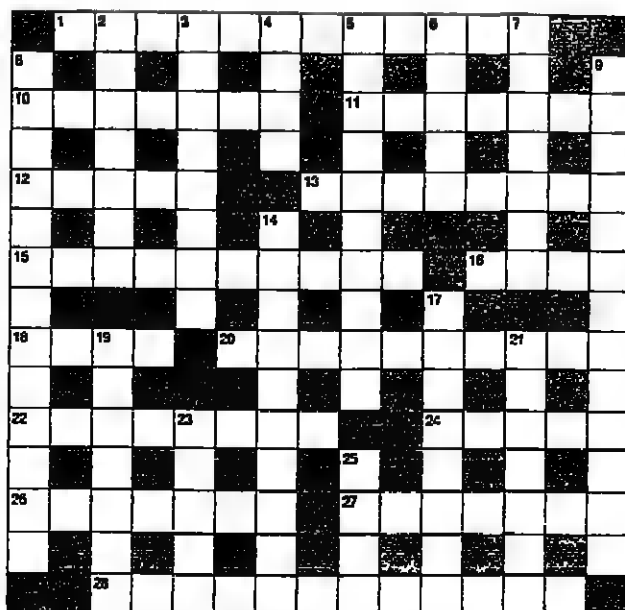
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Mrs Booker, Fowey, Cornwall
Mrs Hadden, Portadown, Co Armagh
Richard King, Badgers Mount, Twickenham
S. Lansley, Maidenhead
M. Pritchard, Henley on Thames, Oxon.

Solution 8.415

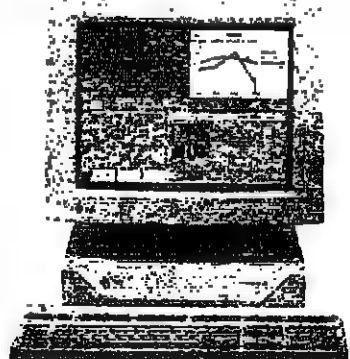
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R O S E T T E S C A N Y O R

- 1 Progress (5,7)
2 The King and I find plenty happening with high explosive (7)
3 A very large number are sick in heaven (7)
4 Dance requiring another for alcoholic concoction (5)
5 Agent for change along the river (7)
6 Loveless (5)
7 Around - hard to grasp (4)
8 Go away, do you Smith will it (4)
9 Open wide with (5)
10 Offer a measure (10)
11 Letters - in (5)
12 With branch (5)
13 Undesirable motorist hood with rag (4,3)
14 Haar misplaced in country mansion (3,4)
15 Reads directions intact: it's given by not objecting (5,7)
- DOWN
1 Herring, a revolutionary (7)
2 A cut by colleague in reality (8)
3 Dispatch coastal (4)
4 Shaver made from barrel a short (5,5)
5 Bob Thomas from Shady Lane (5)
6 A bit of all contains article for (7)
7 Not meeting directors around (8,5)
8 There were than this giving a turn, it (12)
9 Compartments may be supplying an unlikely (10)
10 Drunk on (10)
11 In hair, which is an intrusion (8)
12 New that can't be (7)
13 Turned into what standing at conference (7)
14 This is morality (5)
15 Capital, very large, much smaller London (4)



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LATIN AMERICAN FINANCE

Monday April 11 1994

Despite a series of shock events in Latin America this year, the flow of capital should continue, albeit at a slower rate. **Stephen Fidler** discusses prospects for the future and suggests that external investors may become more selective

The picture darkens

Investors in Latin American financial assets have been rocked this year by a series of events that have provided a timely reminder of the risks of investment in the area's emerging markets. They have been left questioning about future economic growth and political stability. Yet, although the shocks may result in more selectivity by investors, there are reasons to expect a continued net flow of private capital into the region.

As Latin America's main importer of capital, Mexico sets the region's financial markets. The implementation on January 1 of the North American Free Trade Agreement (Nafta) between the US, Canada and Mexico was expected to provide a base for inward investment flows to Mexico and to help avoid the usual financial uncertainty that plagued the country in each of the three previous presidential election years.

It was not to be. The new year was also greeted by a peasant rebellion in the state of Chiapas which shook the administration of President Carlos Salinas. Then the March 23 assassination of Luis Donaldo Coloso, the ruling party's presidential candidate, further shook the government. To some foreign investors, the two events underlined previously underestimated political risks

associated with Mr Salinas's economic policy.

Outside Mexico, other events have shaken perceptions of investor risk. In Argentina, a provincial government employee in Santiago del Estero was interpreted by some as a parallel to Chiapas in that it showed signs of a similar market-oriented reform programme. (The government argued that the cause was an unreformed provincial administration.)

From Venezuela, where the administration of President Rafael Caldera was elected on a platform opposing market reform efforts, the collapse of the second largest bank, Banco Latino, increased concerns. Later, the government suffered a downgrading of its debt, the first for a country that had previously issued Brady bonds in a debt restructuring.

In Brazil, the one Latin country where inflation has not fallen, investors worried about elections later this year given the leadership in opinion polls of Luiz Inacio Lula da Silva, presidential candidate from the left-wing Workers' Party.

Yet the event that engendered the largest market correction occurred outside the region: an initial one quarter point interest rate increase by the US Federal Reserve in February. The direction of the change was no surprise, but it

was earlier than most investors expected. US interest rates influence Latin America's financial markets in many ways. Low US rates in the US have driven US-based investors - many of them Latin Americans - to seek higher returns from regional markets. Tight monetary policy and high interest rates have had a similar effect. Low US rates encouraged US retail investors to shift resources into regional funds, a significant portion of which have been seeking high returns in regional markets including Latin America.

But a third factor appears to explain the magnitude of the correction in Latin markets. This was the impact on buyers of Latin American debt who were highly leveraged - borrowing money to buy debt in particular.

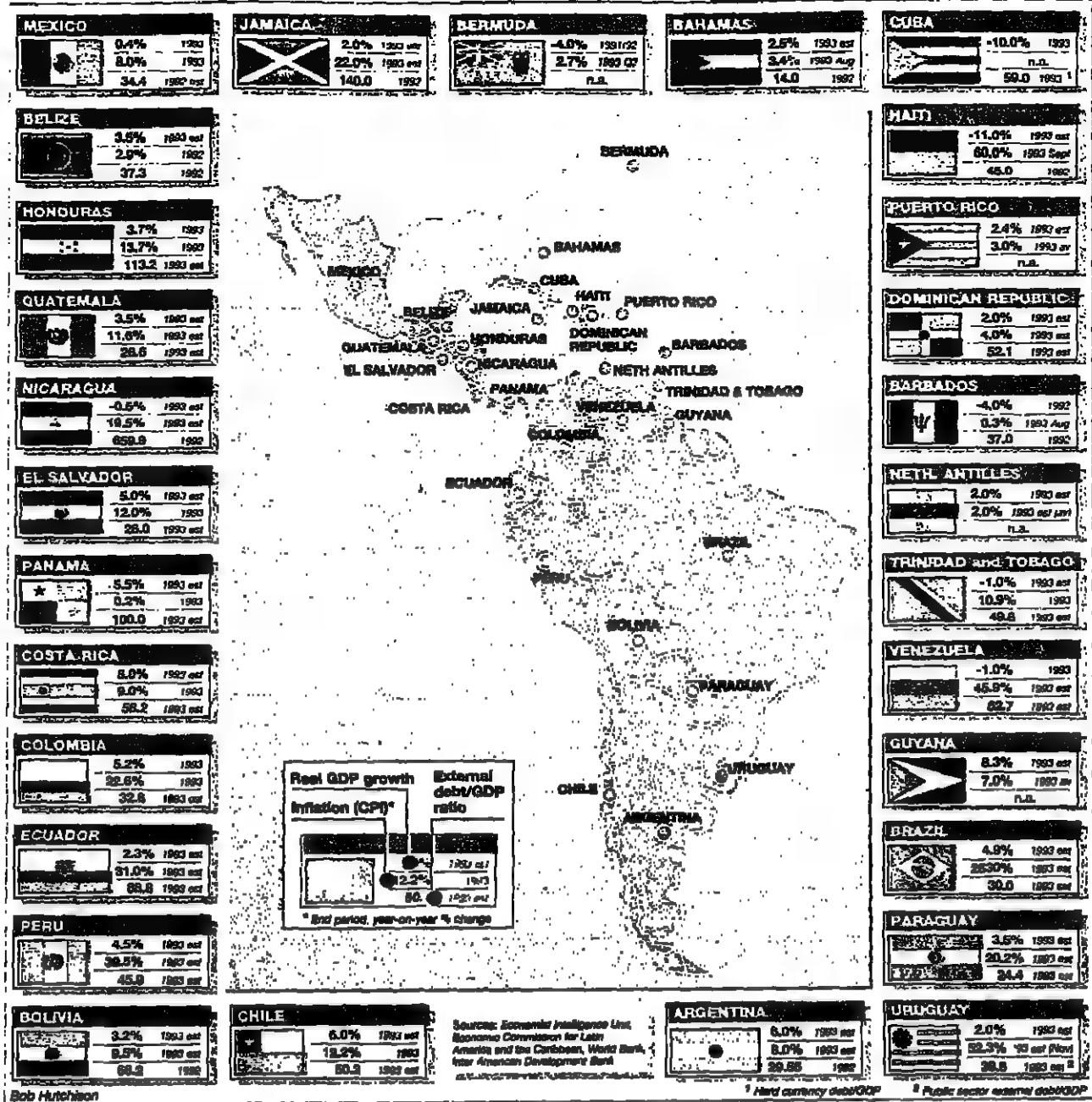
Mr Cathy O'Donnell, senior vice-president in one of the largest emerging market debt traders, Chase Manhattan, said: "When a lot of investors are leveraged and the market goes down, the investors' losses are magnified. If you are in a downward spiral, it feeds on itself because of leverage."

It was also clear from dealers in emerging market debt that on the whole heavy with inventory following the price collapse of last year and the positive perspective for the region by March. They too, were forced to lighten their load and were in a falling market.

Mr Neil Allen, head of emerging market in Salomon Trust in New York, viewed the rally in Latin America which ended in February as both a trend and a fad. For those attempting to develop long-term business in the region, "the fad is not always your friend," he said.

But all of Latin America's new investors are an interesting mix, driven by the fact that the emerging markets in Latin America, Asia and eastern Europe are now regarded by institutional investors as a primary target for investment.

Sharp corrections in stock and bond markets in developed countries, such as has been experienced in recent weeks,



IN THIS SURVEY

Country focus: Chile; Colombia, Mexico, Peru, Argentina, Brazil, Ecuador, Bolivia, Central America and the Caribbean

Page 2 to 4

Regional: Trade agreements; Project finance; Debt problems; Regional

Pages 5 and 6

The: International equities; Eurobonds; Brady bonds; Derivatives; Pension funds

Page 7 and 8

Editorial production: Ray Terry

growth remains positive.

International banks, having returned to the region, too, have changed substantially since the early 1980s and are now likely again to provide large-scale medium-term finance for the region. Now some prefer to be in Latin America not as lenders, but as financial and underwriters. But there are signs that some lending will take place, as suggested by a \$1.1bn financing arranged this year for Mexico's Petroleos Mexicanos by JP Morgan - said to be the first voluntary bank loan for a Mexican sovereign entity since the 1982 debt crisis.

If a slowing - rather than an outright halt - of capital inflows to Latin America is what is in prospect, it may be no bad thing. The volume of the flows in recent years has worried some observers and has caused problems in monetary management in many countries. In the medium term, the sustainability of inflows will depend heavily on economic performance. Since performance will diverge from country to country, so it is likely that capital flows will become more selective.

Despite the heavy rain and other adverse weather conditions, many countries remain rule

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LATIN AMERICAN FINANCE

COUNTRY FOCUS



Fight to control inflation

Like other Latin American countries that have seen through an intense liberalisation process, Colombia is inclining towards greater spending on a way of mitigating the effects of the recession. President Cesar Gaviria's government has also moved in this direction and the two leading candidates for the May presidential elections are speaking of the need to be learned from the experience in Chile and Chile.

The immediate concern is not so much where the money will come from but how to keep inflation under control and avoid revaluing the peso.

Over the past three years the government has brought the annual inflation rate down from 33 per cent to 23 per cent and the 1994 target is 19 per cent.

However, independent estimates say the rate is unlikely to drop below 20 per cent, particularly as inflation for the first two months of 1994 reached 21 per cent. At the same time devaluation is only 10.11 per cent a year and exporters are losing ground.

Mr Rudolf Hommes, minister of finance all through the Gaviria government, says the administration will hand over a fiscal surplus of 1 per cent of GDP, the result of improved tax collection and extra income from the sale of state-controlled financial institutions and cellular telephone licences.

The aim is to limit this year's growth in international reserves to US\$450m and use some of the surplus to repay foreign debt. With export growth and a further, though smaller, rise in imports are expected for 1994.

In the case of foreign investors, the stability of Colombia's economy is seen as a key factor in setting rates and with guerrilla warfare and violence,

foreign investment (excluding oil) rose by about 85 per cent last year. While the privatisation programme is as small as some of the stock market remains very small, more banks are to be auctioned off and a range of opportunities is opening up in the transport and energy sectors. The signing of the first bilateral investment treaty with the UK in March ensures equal treatment for foreign and local capital and is an important step in cementing confidence among investors; agreements with other countries are expected to follow.

Although BP's Cusiana and Cupiguan oil discoveries transformed Colombia's earnings outlook for the late 1980s, foreign companies have been

unhappy with the terms of the oil contracts for some time. Ecopetrol will be putting some 28 blocks up for exploration in mid-April and the new contracts are expected to be more attractive, taking into account the profitability of different fields. The majority of the new ones - many of which were previously reserved for Ecopetrol - are in the western plains or llanos.

With economic growth rates consistently higher than population increase, Colombia's

income per capita has been rising steadily. Last year's economic growth was 5.2 per cent and the government is forecasting 4.5 per cent to 5 per cent for 1994. Recent studies suggest that income distribution has also been improving (though this point is controversial), while the gap between urban and rural areas has broadened during the modernisation process. Agriculture improved slightly in 1993 but the next government will have to tackle serious economic and social problems in the countryside, including those related to the guerrilla influence on how municipal budgets are spent.

The main rivals for the presidency - Ernesto Samper, the governing Liberal party candidate, and Andres Pastrana of the Social Conservative party - have committed themselves to consolidating the opening up of the economy. Both candidates have promised improvements in infrastructure, which has failed to keep up with business needs. However, Mr Pastrana is aiming for higher growth rates and places greater emphasis on internationalisation, while Mr Samper stresses jobs and training programmes. Mr Samper says he will give priority to fighting crime in the cities, especially Bogotá, as well as violence in the countryside, not only with weapons but with the persuasive power of social investment.

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foreign investment (excluding oil) rose by about 85 per cent last year. While the privatisation programme is as small as some of the stock market remains very small, more banks are to be auctioned off and a range of opportunities is opening up in the transport and energy sectors. The signing of the first bilateral investment treaty with the UK in March ensures equal treatment for foreign and local capital and is an important step in cementing confidence among investors; agreements with other countries are expected to follow.

Although BP's Cusiana and Cupiguan oil discoveries transformed Colombia's earnings outlook for the late 1980s, foreign companies have been

unhappy with the terms of the oil contracts for some time. Ecopetrol will be putting some 28 blocks up for exploration in mid-April and the new contracts are expected to be more attractive, taking into account the profitability of different fields. The majority of the new ones - many of which were previously reserved for Ecopetrol - are in the western plains or llanos.

With economic growth rates consistently higher than population increase, Colombia's

income per capita has been rising steadily. Last year's economic growth was 5.2 per cent and the government is forecasting 4.5 per cent to 5 per cent for 1994. Recent studies suggest that income distribution has also been improving (though this point is controversial), while the gap between urban and rural areas has broadened during the modernisation process. Agriculture improved slightly in 1993 but the next government will have to tackle serious economic and social problems in the countryside, including those related to the guerrilla influence on how municipal budgets are spent.

The main rivals for the presidency - Ernesto Samper, the governing Liberal party candidate, and Andres Pastrana of the Social Conservative party - have committed themselves to consolidating the opening up of the economy. Both candidates have promised improvements in infrastructure, which has failed to keep up with business needs. However, Mr Pastrana is aiming for higher growth rates and places greater emphasis on internationalisation, while Mr Samper stresses jobs and training programmes. Mr Samper says he will give priority to fighting crime in the cities, especially Bogotá, as well as violence in the countryside, not only with weapons but with the persuasive power of social investment.

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Uncertainty about growth prospects

The assassination of Luis Donaldo Colosio, presidential candidate of the ruling Institutional Revolutionary Party, could not have come at a worse moment for Mexico's economy.

Last year the economy grew by just 1.4 per cent, and shrank in the second half. Despite the low growth, Mexico ran a current account deficit of around \$20bn, making it acutely dependent on short-term capital inflows.

The rise in US interest rates had put further strain on the peso. Higher US interest rates have hit the stock market, one source of foreign capital, and forced Mexico to push its peso higher than it would otherwise have liked, potentially hurting the economy.

The political situation was highly tense before Mr Colosio's assassination. The new year uprising in the southern state of Chiapas seriously shook the government, and raised doubts about the sustainability of the economic and political model followed over the past decade. It indirectly came down to a renegade presidential bid

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Mr Manuel Camacho, the envoy in the state, that could have split the ruling party.

The adverse economic and political environment had taken its toll on financial markets. From February to the penultimate week of March, Mexico's stock market fell by nearly 15 per cent. The peso lost 7 per cent of its value against the dollar, and Mexican interest rates reversed their downward trend.

While financial markets proved unexpectedly resilient in the aftermath of the assassination of Mr Colosio, the killing led to a further increase in interest rates. If more violence lies ahead, then the political uncertainty may force the government to choose between still higher interest rates that would choke the recovery or a faster rate of devaluation of the peso that could cause an escape in inflation.

The recession of the second half of last year has raised questions about the efficiency of Mexico's economy and its long-term ability to compete in world markets. Mexico's strong economy has forced thousands of unproductive companies out of business - in sectors such as toys, paper and pulp, which all contracted sharply last year.

In a recent report the World Bank says Mexico's low savings rate of a mere 10 per cent has made the economy overly dependent on foreign capital. It concludes that the high current account deficit and only modest improvements in productivity in recent years "raise concerns about the sustainability of economic growth".

Business begins to dig in

Peru has suddenly become a fashionable country for investors, said a senior Citibank analyst on a late March visit to Lima. "Foreign governments may still have reservations about issues like democracy and human rights, but business people are digging in here already."

He is right. In the past three months, there have been many indications that Peru can be considered a fully-fledged member of the international financial community. The principal work set by the government of President Alberto Fujimori when it took office in July 1990 has been largely - if painfully - achieved.

Tight monetary policy has brought inflation down to steady levels of between 1.5 and 2 per cent a month. Deregulation and economic liberalisation have struck further and further against deep-rooted statism than in any other country of the world. And fences have been rebuilt with the multilateral organisations: Peru's debt with the IMF, IADB, World Bank and the Paris Club has been rescheduled and fresh funds are flowing.

For the past two years, Lima's small but active stock market has flourished with a flurry of investment from abroad. The 1992 performance

(when the index rose 125 per cent in dollar terms) made Lima the world's second most profitable emerging market. Significant foreign funds are expected for two-thirds of all trading, which is averaging more than \$20m a day.

Even more encouraging are recent signs of investor willingness to commit medium- to long-term money to Peru. Spain's Telefonica February 28 bid more than \$2bn for a 35



per cent controlling stake in the country's main telecommunications companies CPT and Entel - the highest price paid in any Latin American telephone privatisation.

Royal Dutch Shell, meanwhile, is signing a contract with the Peruvian government for feasibility studies which will lead to development of the vast Chiriqui gas fields discovered in 1988. Political problems had delayed earlier attempts but now, if all goes as expected, Shell will be making the largest oil investment in Peruvian history (exceeding between \$1bn and \$2bn).

Other big-name foreign companies are entering Peru through the sweeping privatisation programme which is now forging ahead. Anglo

American, Cyprus Minerals and China's Shougang Corporation have already bought important copper and iron deposits. BTZ and Phelps Dodge are among front-runners for forthcoming minerals self-offs.

There is keen Latin American interest in Peru's largely decapitalised industrial sector. Chileans have bought into the bottled gas and paint industries as well as supermarkets and private pension funds; they are also keen to snap up parts of the electricity generation and distribution system due for sale later this year.

Mexicans have acquired the state-owned airline, Venezuelans have embarked on joint ventures in fishing and fish meal, while Colombians and Argentines have made direct investments in a series of manufacturing enterprises.

All are betting on strong and sustained domestic growth. GDP plummeted 10 per cent in the five years 1980-84, driving per capita income back to around the levels of 1970. But last year, global output expanded 7 per cent - the highest growth in the continent.

In some respects, however, the revival of foreign investor interest has proved a mixed blessing. Short-term capital inflows - now running between \$100m and \$150m a month - have kept the sol

sharply overvalued. Exporters are struggling to survive while export earnings have remained static for 15 years around or below \$3.5bn.

The avalanche of dollars from privatisations - now expected to top \$3bn this year - is paradoxically another headache. By law, revenue from self-offs is earmarked for poverty alleviation (half of Peru's 22m population live in "extreme poverty"), but the state lacks the managerial capacity to spend such amounts. Additionally, injecting into the economy in excess of the \$450m already agreed with the IMF would be highly inflationary.

One solution, which may prove politically unattractive, would be to set aside a portion of the windfall against a future Brady plan. Peru has so far made no real inroads in the commercial banking creditors to whom it owes some \$7bn of a total foreign debt of \$22bn. The commercial debt has not been serviced for 11 years.

Mr Jorge Camet, finance minister, has indicated he would like to embark on a Brady before the end of 1994. That, were it possible to include negotiations to such a short time span, should set the seal on what Peruvians call their "financial reinsertion".

Sally Bowen

Privatisation winding down

Argentina's great privatisation bonanza that helped revive its capital markets, is winding down. Privatisations are not entirely over. The government still retains substantial minority holdings in the privatised companies that it will use as local and international stock markets.

But the financial industry has replaced privatisation as one of the principal magnets attracting international funds



to finance Argentina's external deficits. Argentina is expected to need \$12bn in foreign capital this year. Much of it will be raised by private companies, channelled into equity markets.

However, the rise in US interest rates has made Argentina less attractive than other countries in the region, undermining the fragility of its external financing. The assassination of Mr Luis Corloso, Mexico's leading presidential candidate, brought further turbulence, wiping out all this year's gains in share prices.

Mr Steven Darch, managing director of Buenos Aires' Mariva merchant bank, says: "Argentina is being bridged by international cash flow. There is growth in the local market, but the real boost has come from international cash flows, a lot of which is stable."

But he says Argentina is beginning to attract "long-term financial and strategic investors looking for a 7-10 year horizon". He says these investors, plus entirely new arrivals, will provide the other half of the financing bridge.

For instance, the introduction in July of a private pension fund system will bring greater stability and breadth to the market. Contributors will have their money channelled into 300m a month into financial markets. Baring Securities forecasts pension fund assets at \$30bn in 2000. And the World Bank in March approved a \$750m, 15-year backstop credit line, the first of its kind, to support long-term finance for the private sector.

New boutiques have sprung up in response to changing market conditions and established houses are strengthening their market context. One new boutique is Buenos

Aires Capital Partners, set up by former JP Morgan executives, that started as an adviser to the government and buyers of privatised companies.

Mergers and acquisitions are likely to remain a staple activity for investment banks. Mr Timothy Gibbs, president of Buenos Aires Capital Partners, says: "significant changes in Argentina by international companies, as strategic investors get comfortable with Argentina and Latin America as a whole."

Recent months have seen a number of acquisitions by multinationals such as Cadbury-Schweppes and Procter and Gamble as well as companies from Brazil, Chile and Venezuela. However, the M&A market is unlikely to explode into life. The reason is a lack of targets. The Argentine market has turned over more than \$100m a year. And owners, often families, give up control of their companies only as a last resort.

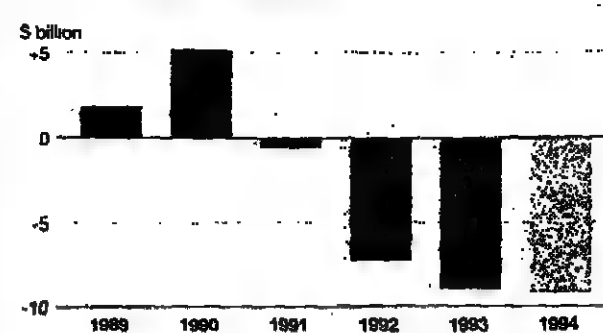
Inevitably, though, increased competition, lack of capital and modern management techniques are likely to force a greater restructuring of the corporate sector than hitherto.

Linked to this is the resistance of private companies to raise capital in the equity market. Little more than a dozen companies have gone public in the past three years, even though there will be high prices for almost any stock. Many medium-sized companies are unviable, while those with a future are in the process of restructuring and not ready for the market.

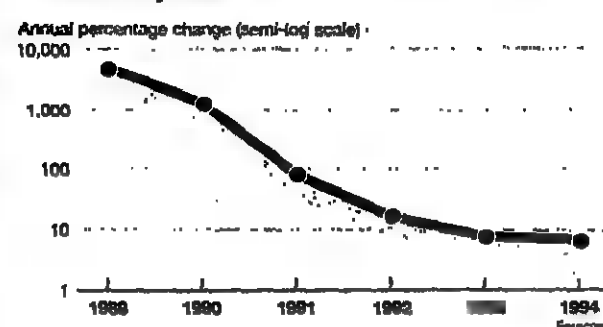
For the same reason, Argentine companies have limited Chilean and Mexican companies in approaching the US equity market with ADR programmes. A Buenos Aires banker comments that "while the pace is slow, the time phase is the placement of debt, which is where we are now. More will come more from locally. Only time on we are going to see a lot of ADR issues".

Hyperinflation in 1989-90 wiped out companies' liabilities, giving them considerable headroom to raise debt. The CNAV securities commission authorised companies to issue \$350m in bonds in 1991, \$2.8bn in 1992 and \$3.3bn last year. This has raised concern about deteriorating credit risk and

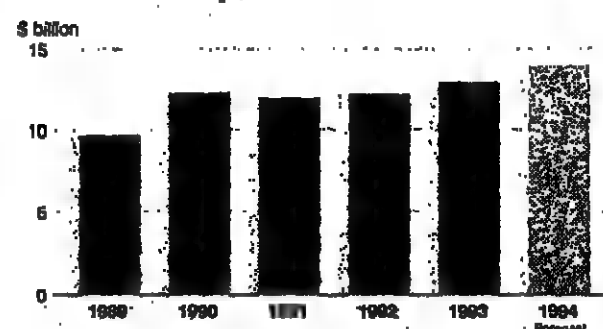
Current account balance



Consumer prices



Merchandise exports



Source: The Institute of International Finance

Investment capital is scarce

The government's initiatives to privatise state-owned enterprises, attract foreign investment and invigorate a fledgling capital market has produced only mediocre results. Foreign investment has still not increased as expected, while the securities markets are experiencing considerable volatility.

An economic stabilisation programme and policy reform such as the liberalisation of investment regulations have improved the general investment climate in the country. Since President Sisto Duran Ballen took office 18 months ago, tight fiscal policies brought inflation down from nearly 60 to 31 per cent, while international reserves have reached the highest in the country's history.

The January 1994 budget caused by dwindling oil prices, returning confidence in the government's economic programme. Interest rates fell slightly and the national currency, the sucre,



stabilised against the dollar.

The government's fiscal discipline is beginning to reap benefits. Besides reducing inflationary pressure, the government has reached a general agreement with the IMF over its letter of intent. Its approval would reopen the possibility of new bilateral government loans, which have largely been frozen due to Ecuador's moratorium on serving about half of its US\$12.7bn foreign debt - the highest per capita debt in Latin America.

"Until the country's external debt is renegotiated, investment capital will be rather scarce," said Giovanni Di Mella, general manager of Banco General de Ecuador, a US\$200m multibank line of credit, granted through international leading agencies and administered through the National Finance Corporation, is the principal source of long-term credit open to the private sector.

Legislation introduced in May 1993 was aimed at stabilising and regulating the country's dormant securities market. Though the Quito and Guayaquil stock exchanges have experienced substantial

growth in 1993, Ecuador has not been able to attract the new emerging market funds some had expected.

For now, Ecuadorian firms have not exactly flocked to raise capital in the market. Ecuadorian companies, often family-owned and reluctant to public trading, are reluctant to provide the financial information now required by law to register in the securities market. Furthermore, both stock exchanges are only now acquiring basic services such as a clearing house, electronic transfer, and an internationally-recognised custodian bank.

Yet, above all, international investors have been deterred by the slow and irregular privatisation process, after its grand announcement by the

Continued on page 4

poor use of funds, although optimists insist that Argentine companies are still undergeared by international standards.

Despite its neglect have left Argentina with a mediocre infrastructure, which will require substantial investments in future years. But Mr Gibbs says banks are still unwilling to make long-term loans to Argentina. This could mean that capital markets will play a greater role in project finance than otherwise.

However, as Argentine securities markets grow, the bank finance may become available. Projects may be financed through a blend of conventional lending and imaginative capital raising.

The brave new world of Argentine finance will not be for everyone. Bankers still at even large Argentine banks often have a poor grasp of high finance.

Argentina has 170 banks and an equal number of brokerages, few of which have much of a future. Too many are small and under-capitalised, presenting a constant threat to the whole market.

Argentina still lacks a credible market regulator and systematic enforcement of disclosure and trading rules. The setting in March of Mr Martin Redrado as president of the CNAV on political grounds sent a disquieting signal to the international financial system.

John Berham



Sometimes an opportunity looks right
because it's the only one you can see.

IN MEXICO, AS ELSEWHERE, THE KEY TO

SMART DECISIONS IS PERSPECTIVE. SO

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AND MORE

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LATIN AMERICAN FINANCE 4

Crucial test for sleeping giant

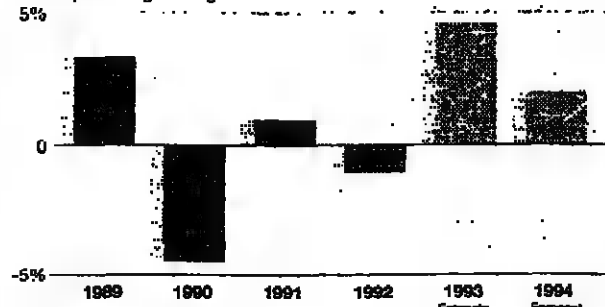
With a government anti-inflation plan and general elections, many analysts believe Brazil will be a crucial test of whether Latin America's "sleeping giant" is prepared to wake up and reform.

While the rest of the continent has beaten back inflation, Brazilian prices soared by about 2,500 per cent last year, twice the rise, and are now running at a rate of more than 5,000 per cent a year.

Under the plan, inflation rates will probably fall substantially, at least temporarily. This stabilisation, although accompanied by high real

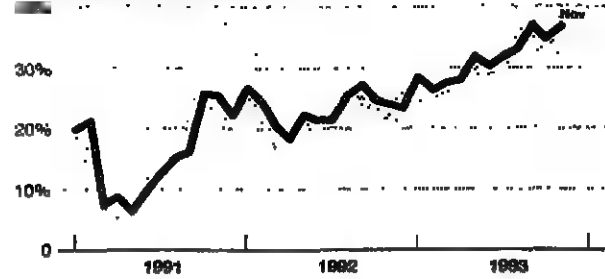
Real GDP

Annual percentage change



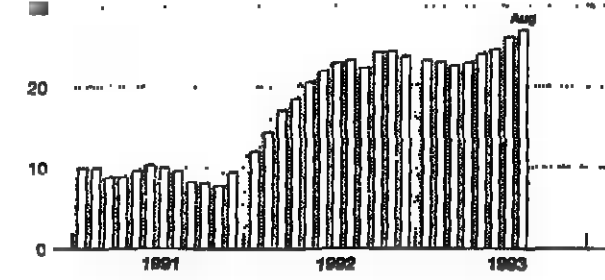
Domestic prices

Percentage change over previous month



International reserves

\$ billion



Source: The Institute of International Finance

interest rates, is expected to increase consumer demand and help gross domestic product to grow by 2-4 per cent this year compared with nearly 1 per cent last year.

The stock market is likely to be highly volatile, particularly in the run-up to elections.

"Brazil is such a special case," says Roger Palmer, director of emerging markets at brokers Kleinwort Benson, referring to the uncertainties surrounding the continent's biggest economy. It adds that anyone investing there "is taking a complete gamble on whether the plan works".

Gambling on Brazil paid off last year, when Sao Paulo's stock exchange index was among the world's best performers, more than doubling in dollar terms in spite of the increase in inflation.

That could all dramatically under the plan, which involves a balanced federal budget and a proposed dollar-linked currency anchored by the central bank's record foreign exchange reserves of about \$37bn. The market thinks the new currency will be introduced in June or July.

But the doubt is whether lower price rises can be maintained. Most analysts believe that to achieve long-term stability Brazil must reform its economic and political structure. For example, under the constitution the government must pass on revenues to states and municipalities. The resulting deficits have been financed by short-term debt paper that fuels inflation.

For this to be changed and for reforms in the tax and welfare system, the constitution must be altered. A constitutional review began last year but is likely to be postponed until 1995, partly because of problems in obtaining congressional quorums in an election year.

If the review is postponed, structural changes will depend in large part on who wins the presidency and whether it has support in Congress. The front runner is Mr Luiz Inacio "Lula" da Silva of the left-wing Workers' Party. Mr da Silva is regarded with suspicion by financial markets, which have halted privatisation and a slowdown in moves to modernise the economy along neo-liberal lines.

The markets want finance minister Fernando Henrique Cardoso to run for president. In the hope he can build an alliance against Mr da Silva. If the plan works, Mr Cardoso would "explode", say brokers. Investment bank CS

analysts predict that equities could double again this year. On the other hand, problems with the stabilisation plan and a strong campaign by Mr da Silva could lead to heavy losses.

In the first quarter, Brazilian stocks appreciated 10% more than in the first quarter of 1993, but interest rates and a partial withdrawal from the market

by foreign investors. Despite this, net foreign investment in capital markets remained positive, if reduced, compared with record inflows last year.

In 1993, foreign investment in the capital markets, mainly in equities, was \$5.5bn, compared with \$1.3bn the year before. Eurobond issues hit record volumes and there was a surge of capital into the fixed income market thanks to interest rates of 10-12 per cent in annual terms.

Brazil's success in sealing the Brady plan debt restructuring agreement with its creditors banks this year was seen as important in the long run in integrating the country with world financial markets but, of the rise in US interest rates, an increase in the volume of Brazilian debt is unlikely in the short term.

Mr Eduardo Martins, a director of investment bank Patrimônio, predicts that more Brazilian companies will seek to launch American Depository Receipts to raise capital this year since, with last year's stock market growth, shares are approaching or above the company's book value. Most of the equities growth last year was fuelled by hopes of a broader privatisation programme and confidence in Mr Cardoso along with a belief, particularly by foreign investors, that Brazil's assets were undervalued.

Analysts point to companies like Telebrás, the government-controlled telecom company, whose shares are still quoted below book value.

Mr Cristina Vervolst, a director at brokers Socimer in Brazil, says the local market has become much more influenced by foreign investors, even though the foreign share of trading is comparatively low, at 15-20 per cent.

While being welcomed in the stock market, foreign investors have had the door shut to many local fixed income instruments and the central bank is expected to increase a new tax on fixed income instruments if there is a flood of foreign capital attracted by ever higher interest rates under the anti-inflation plan.

In the first quarter, real interest rates on the overnight market were 10-12 per cent.

Patrick McCurry

Rich in natural resources

Bolivia stands at the heart of South America and is a country rich in natural resources, yet little is known save for a mistaken image abroad that it continues in languish amid high inflation and political problems.

Nothing could be further from the truth. Bolivia implemented a landmark structural adjustment plan in 1985 which reduced 30,000 per cent inflation.

Bolivia

tion in single figures in 1993.

Gonzalo Sanchez de Lozada, the planning minister who masterminded Bolivia's anti-inflation programme, returned to public life last August as president with a plan programme to capitalise on the country's leading industries. This will involve handing over the administration of the state-owned oil and gas companies - in the case of telecommunications, oil and gas, rail and air transport, smelting and electricity - to foreign investors as well as the free distribution of 10 per cent of public income to the state.

The government reckons the scheme will generate US\$8bn in foreign investment over the next four years and result in a 10 per cent rate of GDP growth by 1997.

One project that has caught the eye of foreign investors is the construction of a gas pipeline from Bolivia to the industrial city of Sao Paulo in Brazil. The Brazilian government's decision to end the monopoly of Petróleo Brasileiro - a condition set by the World Bank - paved the way for the signing of this gas contract with Bolivia. The deal will ensure Sao Paulo natural gas a day to power six hydroelectric turbines which will use 30 per cent of the city's energy needs.

Bolivia's state oil and gas producer YPF hopes to complete the pipeline by August, when the project will be put up for international tender. Besides selling gas to Argentina and Brazil, Bolivia is looking to sell 14.5m cu ft of gas a day to Paraguay for industrial and domestic use.

Carlos Morales, Bolivia's secretary of hydrocarbons, says the value of YPF, which is one of the state monopolies up for privatisation, ranges from US\$1.5bn to US\$2bn, but this figure could rise once the project is export gas to Brazil gas

agreement could generate political stability.

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closer coming on in 1997. YPF currently accounts for half of the Bolivian revenues. Several foreign companies involved in the gas industry including BHP, Teniente, British Gas, Enron and Total have expressed interest in the project.

Mining sector investment in 1993 was between US\$40m and US\$50m according to Jaime Villalobos, the national secretary of mining. Investment in the sector virtually ground to a halt until the Infi Raymi gold mining corporation ploughed US\$150m into operations in 1993. Mining sector investments totalled US\$45.8m in

1993. Investment declined due to depressed world market prices and a failed contract involving FMC Lithium Division.

Mr Villalobos has now drafted a medium-term plan to invest US\$200m in Bolivia's mining sector through a series of "joint ventures". Comibol will run operations in the sector, but the administration of joint ventures will be handled by the state.

A gas pipeline to Sao Paulo has captured foreign attention

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These will serve to attract investment, technology, create new jobs, and raise tax revenues.

In a country still sensitive about privatisation, Mr Villalobos defined "joint venture" as "the participation of the private sector in the production from which the state is pulling out". Comibol is seeking foreign and domestic companies to exploit rich untapped reserves at Huanuni, using open cast mining methods.

Until these projects bear fruit, Comibol will continue to operate and produce at its only profitable mines: Colquiri, Huanuni and Caracoles.

Mining exports have throughout Bolivian history been the pattern of the country's external trade, first with silver, then tin and more recently with a range of mining products. Non-traditional exports appeared from nowhere in the 1980s and their rise to the top of the list of exports will be a new phase in foreign trade.

Non-traditional exports totalled US\$270m in 1993 - but unofficial figures say the figure would be as high as US\$300m. Bolivia exported minerals worth US\$100m in 1993, although this figure has been revised in around 1993 by the Central Bank.

Winston Moore

'Not yet emerging,' is the verdict

Central America has come a long way from the investors' wasteland of a few years ago. But opportunities are thin compared with other emerging markets, and bureaucratic obstacles can be formidable.

"Not yet emerging," is how one financial analyst describes Guatemala, the largest economy in the region, while a guerrilla conflict persists after 33 years.

The removal of former President Jorge Serrano, who failed to win re-election, paved the way for a new government, but the new government has been criticised for political moves in another

The recent election of two social democrats, Mr Jose Maria Figueres in Costa Rica, and Mr Carlos Roberto Felix in Honduras, in the region's most stable countries, suggests less future political liberalisation, and more social justice.

In El Salvador, Mr Alfredo Guevara of the governing right-wing party, who will probably win a presidential run-off this month, is expected to continue the liberalising policies of his predecessor, which have weakened the military's interest.

But serious problems on implementing a United Nations-sponsored peace

agreement could threaten political stability.

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A GROWING LEADER

New incentives for investment

Caribbean countries are seeking new ways to attract foreign economic support, following a unenthusiastic response to their efforts to lure private foreign investment.

Increasing uncertainty over the future of markets for traditional commodity exports, and growing reliance on fragile tourism, several governments have radically reshaped their

Development Bank said that growth of between 7.5 per cent and 3.5 per cent in gross domestic product was recorded by several countries, including Guyana, the Cayman Islands and Belize. Lower than expected earnings from banana exports led to low growth in the Windward Islands in Dominica, Grenada, St Lucia and St Vincent.

Jamaica recorded low growth because of marginal expansion in bauxite and agricultural commodities, while Trinidad and Tobago's economy contracted because of the weak price of the international market for oil, the country's main export. The National Planning Office of the Dominican Republic said that the economy grew last year by 2.7 per cent.

The prospects for improvement in the short term depend on the performance of the industrialised economies, mainly the US, the region's main trading partner, and the European Union.

Government planners and economists say that if the signs of improvement in some OECD economies are translated into sustainable growth, it will help to lift Caribbean economies out of their lassitude.

In the meantime, several governments are hoping that their efforts towards economic deregulation, including the

divestment of a range of state enterprises, will increase investment flows. Tourism companies, hotels, telecommunications firms and airlines are being offered for sale to foreign and local investors.

The divestment has given a fillip to regional stock exchanges, mainly in Barbados, Jamaica and Trinidad and Tobago. Coinciding with the opening of regional economies, this has stimulated the development of the financial markets. Foreign and local investors are becoming increasingly involved in the flotation of companies and the underwriting of privatisation issues. Unit trusts are increasingly attractive.

There remain, however, some obstacles to the expansion of capital markets in the region. In Jamaica the bond market has been killed by inflation which was 30 per cent last year. The same is true in Trinidad and Tobago, where inflation last year was 15 per cent, and this helped to take up the slack in the equity market.

The market for equities in the region is underdeveloped. While some private issues are

favourably received, many companies are highly geared, continuing to finance their operations through debt rather than equity. The capital markets in the region are dominated either by short-term, attractively priced government paper, or by one bond, and instruments which are held as longer term investments with their owners unwilling to trade. This is compounded by the absence of a secondary market in local countries in the region.

Opportunities for investing in the Caribbean will improve later this year with the establishment of a Caribbean investment fund for the 13 members of the Caribbean Community (Caricom). The fund's investments are expected to include equity in all Caricom member countries, with a portfolio which will be listed and unlisted stocks, including unquoted companies wanting funds for expansion and likely to be listed on the stock market.

It will undertake equity investments in sectors such as export and domestic agriculture, tourism, construction, utilities, financial services and real estate development, but with more attention to those undertakings involved in exporting to hard currency markets.

Canute James

Investment capital scarce

Continued from page 3

government. Arturo Quiroga, executive director of the Quito Securities Market. Poor management in the sale of shares by the government has led numerous investors to abandon Ecuador's securities market, he says.

The total value of securities traded in Quito and Guayaquil in 1993 equalled US\$242m. Until 1993 both buyer and seller of the first issue of stocks receive a credit

worth 10 per cent of the nominal value. Still to be on the public shares in a hotel, a shipping company and cement companies. The total divestiture may amount to US\$170m by next year.

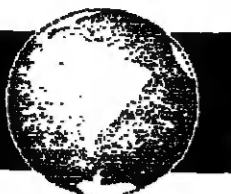
Whether there are bigger to be tried in Ecuador will depend on Congressional approval of specific legislation required to privatise the telecommunications, electricity and petroleum sectors. With the proper legislation in place, the first so-called strategic

tor company is on sale would be the telephone company Emetel, worth about US\$1.6bn. Yet, given the president's lack of popular and Congressional support, the sale is against a prompt approval.

Meanwhile, a key reform of the financial sector is in the making. The law on financial institutions deregulate the financial sector, increase competition among banks and allow for increased foreign capital inflow, including mergers with local institutions, will be

Market capitalisation (US\$m)

REGIONAL ISSUES



Stephen Fidler looks at trade accords Agreements may hinder growth

Those arguing that Latin America is set for substantial growth into the 21st century often cite the rapid move of the region towards free trade in support of their case.

There is little doubt that trade within the western hemisphere is growing rapidly, if from a low base that has characterised the region's trade relations in the past. The proportion of the region's exports accounted for by other Latin American countries jumped to 18.7 per cent in 1992, up from 10.8 per cent in 1990. US exports to Latin America have doubled in seven years, rising to more than \$90bn in 1993.

Yet this growth stems largely from the unilateral reduction of trade barriers in nearly every Latin country rather than the complicated patchwork of trade agreements which has grown up in the region in recent years.

Furthermore, some proponents of free trade are beginning to worry that this proliferation of agreements may hinder further trade growth and provide obstacles to the development of a free trade zone in the whole western hemisphere.

Far from being the building blocks of hemispheric economic integration, sub-regional free trade agreements "are more likely to be stumbling blocks," argues Mr. Moises Naim, senior associate at the Carnegie Endowment in Washington and a former Venezuelan minister.

One concern is that so many of these agreements lack common external tariffs, requiring in their place complicated agreements on rules of origin. The aim of rules of origin is to prevent the country with the lowest tariff acting as the conduit for all exports from outside the free trade area.

US exports to Latin America have doubled in seven years

They have a potential, however, for developing into a bureaucratic nightmare and being used as a proxy for protectionism. In this way, these agreements could water down the benefits of generalised lower tariffs, and herald a return to the inefficient and usually corrupt customs operations from which the region moved in the late 1980s.

Where trade agreements do carry provisions for common external tariffs, there have usually been difficulties. Mercosur, which brings together Brazil, Argentina, Paraguay and Uruguay, was forced to

agree a list of important exceptions to the common tariff. The Andean group of Venezuela, Colombia, Ecuador, Bolivia and Peru, meanwhile, has to cope with the supposedly temporary withdrawal of Peru, lower tariffs negotiated for Bolivia and the new Venezuelan government's suspicion of neighbouring Colombia and its general distrust of free trade.

The Caribbean Community's attempts to lower its common external tariff have been beset by compliance problems, while the common external tariff proposed in 1997 for the Central American Common Market is likely to be selective.

But these are not the only concerns. A proliferation of trade accords could marginalise some states by encouraging investment to concentrate on a few "hub" countries and by developing trade links between the most dynamic economies, leaving others by the wayside.

Even the prospect of free trade with the US does not nec-

essarily offer the benefits to Latin American economies that are commonly supposed.

A 1992 analysis by two World Bank economists, Rolf Kraan and Alexander Yeats, argued that the trade benefits for most Latin countries - apart from Brazil and Mexico - of free trade with the US will anyway be small. This is because most Latin American products - predominantly raw materials - enter the US with low tariffs already.

The analysis ignored the dynamic trade effects - the possibility that an open US market might encourage Latin economies to move "downstream" over time, exporting less in raw materials and more value-added products.

Neither could it examine the other benefits - the insurance effect of being allied to the US if the trading system degenerated into blocs and the increased investment flows that would possibly emerge from the longer-term stability in economic policy that would be inferred.

However, free trade agreements with the US or accession to the North American Free Trade Agreement between the US, Mexico and Canada are unlikely to be easy to achieve.

While US officials have privately raised the question of whether Mexico will be willing to let other Latin countries into its exclusive Nafta club, the US will in fact dominate decision-making.

In July, Washington will name those countries eligible to negotiate free trade agreements with the US. The nomination does not commit the US to negotiations and is silent on whether accession to Nafta or a bilateral trade accord with the US is the right way forward. The list will be next reviewed in 1997.

Trade will also be on the agenda for the Summit of the Americas meeting planned for Miami in December, and the Clinton administration has repeatedly indicated its willingness to talk next with Chile about free trade agreements.

But it is far from certain that the administration, which expended much political capital in pushing Nafta through, will want to spend more on a relatively minor policy priority. Further, apart from Chile, it is not clear that other countries meet the conditions the US now apparently believes necessary to join the Nafta club - in particular labour and environmental requirements.

Can Latin America finance its privatised infrastructure? Stephen Fidler discusses the problems

Possibly far more talk than action

One of the most dramatic signs of the shift towards market-oriented economic policies in Latin America has been privatisation programmes on an unprecedented scale.

Yet the shifting of government assets and responsibilities to the private sector has raised a number of important questions. One of the most pressing is how infrastructure development can be financed. This is more than a financial question: the debt crisis of the 1980s and the consequent budgetary stringency resulted in a deterioration of infrastructure which in many countries represents a real obstacle to growth.

Many of those involved in project finance believe that pure privately-financed infrastructure projects will be few and far between. Mr John Flora, transport specialist at the World Bank, told a Canning House conference in London last month: "We are not going to see many pure private sector financings. It's going to take a partnership of government, the private sector and third party intermediaries."

While the governments of Latin countries have in many cases moved rapidly to privatise assets - with the backing of the World Bank and other development institutions - these institutions have themselves moved slowly to accommodate the changes.

The World Bank is forbidden by its statutes from lending without government guarantee, and until now, convention has dictated that the Inter-American Development Bank lends only to governments.

The World Bank has a private sector arm - the International Finance Corporation - but it is too small to handle the demand for infrastructure finance from the region, let alone that coming from rapidly-growing economies in Asia.

Before he stepped down last year as head of the IFC, Sir William Rye, argued in a speech in London that "in the World Bank group, the balance between state-funding and private-sector-supporting activities needs to be reconsidered". Some ideas had been put forward for a transfer of resources from the World Bank

to the IFC and these needed careful thought, he said.

The subject of providing finance for infrastructure has been preoccupying senior bankers and finance officials, but the results of their deliberations have not yet emerged. Export credit agencies have been talking under the auspices of the Berne Union over how project finance can be provided, and Britain's Export Credit Guarantees Department has issued preliminary proposals for more flexibility.

The Institute of International Finance - the Washington-based think tank owned by international banks - has been holding talks with the World Bank, the IADB and the US Treasury, among others, to find ways to bring banks into project financings.

Mr Anthony Bottrill, deputy managing director of the Institute of International Finance, said: "Private borrowers are going to become increasingly important and it's important that the multilateral development banks adapt accordingly. What we'd like to see is each creditor and investor group playing a role that reflects its comparative advantage."

"Private lenders should be looking at commercial risk, but they are not as well placed to go with political risk and transfer risks. The official lenders should use their guarantee authority to guarantee against political risk."

This would involve the official lenders using much more fully than in the past guarantee powers that shareholder governments have been unwilling to see used.

Mr Bottrill said much of what the banks are seeking are contained within the existing Expanded Cofinancing Operations programme of the World Bank. "The ECO programme contains within it most of the features but it hasn't been used actively enough." The reason for this in part has been the reluctance of government shareholders to push the institutions into private sector lending, in part because of concern about the effect this would have on their credit rating.

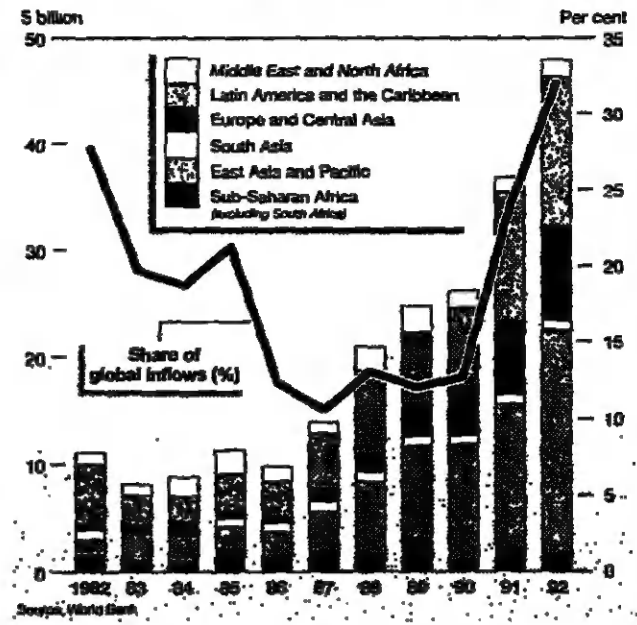
These worries have been

Principal destinations of foreign direct investment 1989-92 (US\$m)

Country	1989	1990	1991	1992	Total
China	3,393	3,487	4,368	11,156	22,402
Mexico	3,037	2,832	4,782	5,386	15,797
Malaysia	1,856	2,333	4,073	4,118	12,181
Argentina	1,058	1,836	2,439	4,179	9,492
Portugal	1,737	2,611	2,449	1,873	8,669
Thailand	1,776	2,444	2,014	2,116	8,349
Indonesia	682	1,023	1,482	1,774	5,061
Brazil	1,287	901	972	1,464	4,584
Nigeria	1,882	358	712	587	4,039
Venezuela	213	451	1,916	629	3,209
Korea, Rep	756	715	1,116	550	3,139
Turkey	663	584	810	844	3,001
Hungary	0	0	1,482	1,479	2,941
Egypt, Arab Rep	1,250	734	253	459	2,696
Colombia	576	500	457	790	2,223
Others	4,780	5,352	7,563	9,584	27,280
Total	24,710	26,340	36,676	47,266	135,184

Source: International Monetary Fund and World Bank information

Foreign Direct Investment in developing countries



reflected in discussions about increasing the capital of the IADB. The IADB will in coming years be the only official net provider of finance to the region as, barring a new financial crisis, Latin American countries will be repaying the World Bank in net terms.

However, European shareholders, in particular, have been anxious to keep down the level of funding for private sector infrastructure development. Discussions continue

but, while the bar to private sector finance will be lifted, loans to the private sector may well be limited to 5 per cent of overall new lending, some \$400m-\$500m a year. Those countries that have privatised most will receive a disproportionate amount, but even supposing this lending will act as a catalyst for private sector financing, the amounts will still be small compared to infrastructure demands.

Mr Alberto Paz, chief of the

Inter-American Development Bank's transportation and communication division, said some projects have been delayed while the discussion continues. "We have a lot of projects that have been delayed in the expectation that this facility will be available."

But slow movement by official lenders is not the only reason why, in the words of Mr David Suralgar, deputy-chairman of Morgan Grenfell International, "there is possibly far more talk than action."

Banks remain inhibited from lending for a variety of reasons. Many still harbour memories of the 1980s debt crisis and are worried by the country risk.

Many banks no longer have a presence in Latin America to monitor their lending. Furthermore, said one British banker, "project finance is very time-consuming and a lot of banks are concentrating on the Far East - that is where the deals get done."

The growing importance of the securities markets and institutional investors may to some extent offset the reticence of the banks. Last year, for example, a group of energy companies launched a fund - along with the IFC - aimed at investment in private power generating capacity in Latin America. The targeted size of the Scudder Latin America Trust for Independent Power was \$500m.

Mr John Richardson, associate director at Nomura International in London, said: "A great deal of emphasis will be placed on securitisation as a means of financing. Demand far exceeds the available supply and we are going to see a wider range of instruments."

However, banks will still have an important and unavoidable role in the financings. "During the construction phase of the project, you are not going to be able to use bond finance; construction finance is the realm of banks. But once the construction is complete and it starts generating revenues, then securitisation comes into its own. The banks will be phased out and their balance sheets freed again."

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LATIN AMERICAN FINANCE 6

Does the region have a current account problem? Stephen Fidler discusses the issues

Question mark over debt remains

The fall, when it came, was quick. The rapid plunge in the price of sovereign debt and Brady bonds in February and March has raised questions in the minds of some economists about the sustainability of the region's current account deficits. Put another way, the question posed was whether Latin America had truly escaped its debt problem.

"If the present disruption in the market results in more than a temporary slowdown in capital flows to Latin America, concerns could re-emerge about the sustainability of the region's current account imbalance," said Mr Peter West, economic adviser to the London-based West Merchant Bank last month. Those most vulnerable to such worries would be Argentina and Mexico, given the size of their current

account deficits, he said.

The sharp drop in secondary market prices implied a sharp rise in the cost of finance for Latin American borrowers. Although the price collapse was less devastating in the Eurobond market where new finance is raised, that market appeared likely to remain all

Most countries have a significant cushion in foreign exchange reserves

but closed for some time to new Latin borrowers.

Yet, some economists say the market uncertainty - at least until the assassination of the Mexican presidential candidate Luis Donaldo Colosio on March 23 - had more to do with the

heavy inventories being carried by sovereign debt dealers ahead of the rise in US interest rates in February than with worries about rising US interest rates.

Mr Paul Luke, research head at Morgan Grenfell's debt trading arm, said the rise in US interest rates should not be a source of concern. Inasmuch as it reflected the strength of the US economy, Latin America would benefit. And if it reflected the US Federal Reserve's concern about the strength in commodity prices - up 8 per cent since October - the region would also be a prime beneficiary.

Moreover, much of government debt is at fixed rates, particularly in those countries that have secured Brady restructurings. In addition, equity inflows of portfolio and

foreign direct investment have been more important than in the 1970s and early 1980s.

Most countries also have a significant cushion in foreign exchange reserves. "I don't think there is any particular concern about funding the current account deficits," said Mr Lawrence Brainerd of Bankers Trust. "Foreign direct investment is increasing in Mexico, for example, where if anything they have too many inflows. It's why the exchange rate is so volatile - but reserves went past \$300bn towards the end of February."

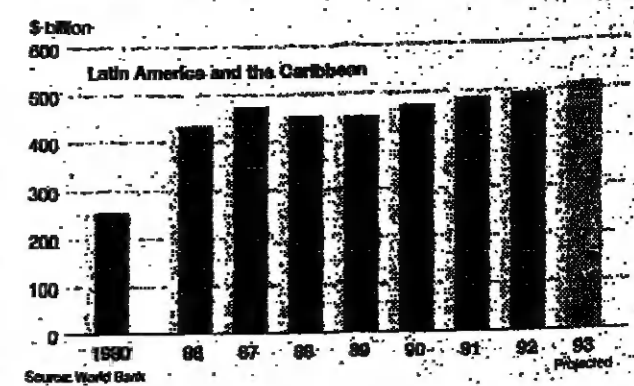
In Argentina, too, reserves rose from \$10bn at the year end to around \$13.5bn - it appears that funds have returned to the country to take advantage of the interest rate premium of Argentine pesos over dollars. Meanwhile, Brazil's reserves

have risen to \$35bn, and it should soon be able to reduce its debt service bill through a Brady bank debt restructuring.

Ms Marilyn Skiles, economist at JP Morgan, argued in a February research report that other factors had significantly lessened the vulnerability of the region to debt problems. The investor base was more diversified than in the early 1980s and may not move in unison as banks did then.

Unlike in the earlier period, private sector entities rather than the public sector have been the main borrowers, reflecting the improved fiscal discipline in some countries.

Total debt stocks



Source: World Bank

yielding at the time of writing more than 19 per cent. Brazil may make significant strides with its current economic plan towards fiscal balance - but that has not been achieved yet. Furthermore, other public entities - such as the states in Brazil - are making demands on the capital markets.

But the main fear is the sustainability of the current account deficits, given there is little evidence so far that capital inflows have expanded the

ments in Latin America's debt-to-export ratios are due in large part to the relatively poor performance of exports from the region, particularly in the past few years," she said. "While current account deficits are readily financed, because of the availability of external capital, the deterioration in their external balances suggest some Latin American countries may find themselves unable to generate sufficient foreign exchange earnings at some point in future."

Mr John Clark, an economist at the New York Federal Reserve Bank, argued in the bank's latest quarterly review that results of the Brady debt restructurings had been impressive, largely because it established a more stable long-run financial framework than did the previous approach. But he also concluded that the Brady approach "did not achieve significantly more near-term cash flow relief for debtors than the previous approach" and that "debt service obligations remain heavy for the Brady countries".

The embrace of free trade has forced the continent's companies to think regionally

Cross-border ventures expanding

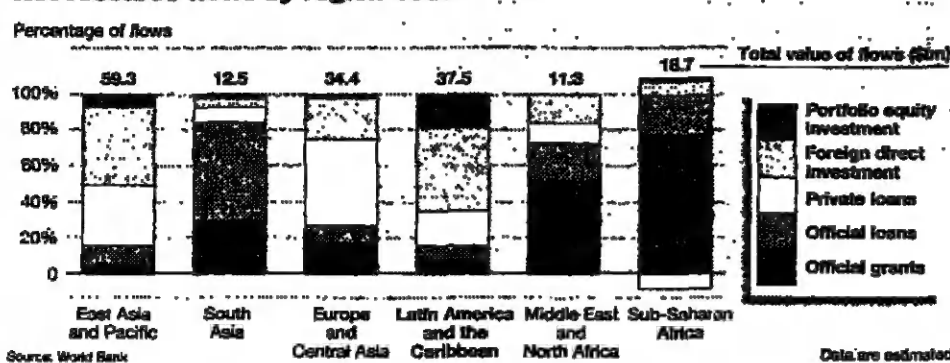
Latin America's rehabilitation in the international capital markets has been accompanied by a growing interest in the region by companies from the industrialised world. Faced with mature markets at home and the potential for fast growth in the developing world, they are looking overseas.

The trend has been reflected in gradually rising flows of foreign direct investment into the region. It has also been accompanied by a less-noticed but growing tendency of companies from within the region to seek investments in countries elsewhere in Latin America.

It is Latin America's embrace of free trade that has forced the continent's companies to think regionally. A decade ago they rarely considered investing outside their own borders. Generally less productive than their international competitors, and with a captive and profitable market at home, there was never any need.

Now, they have to compete

Net resource flows by region 1993



Source: World Bank

Data are estimated

against the world's most efficient producers to survive. For many, this has meant forming joint ventures with international rivals, or expanding into nearby regional markets by buying up competitors.

Access to cheaper financing has given regional companies the possibility of launching bids and buying stakes that would have been impossible a few years ago. Government regulations that prohibited

inward and outward foreign investment have been scrapped, opening new opportunities to Latin and other foreign investors.

Companies from Mexico and Chile, the countries that began the continent's pro-market economic reforms a decade ago, have led the way. Many Chilean companies reckon they are too small to survive in the global market place and have thus expanded into Peru and

Argentina. Mexican businesses have the financial muscle to grow and find new markets, and believe that by so doing they will benefit from economies of scale.

The trend was started by Vitro, Mexico's dominant glass company. Back in 1989 it spent some \$900m (including debt) on acquiring Anchor Glass, a US rival. The acquisition turned Vitro into one of the world's largest

glass companies, better able, in the opinion of its managers, to fend off competitors in the domestic market.

Since then scores of other Mexican companies have followed Vitro's lead. Synkro, a Mexican textile company, last December paid \$233m for Kayser-Roth, a US textile producer. Dina, a bus and truck assembler, earlier this year paid in equity more than \$338m for the US Motor Coach Industries International, making it the largest bus producer in the Americas. Mr Bernardo Dominguez, the head of DSC, a privately owned tourism to construction outfit, paid with partners \$708m for Westin hotels in February.

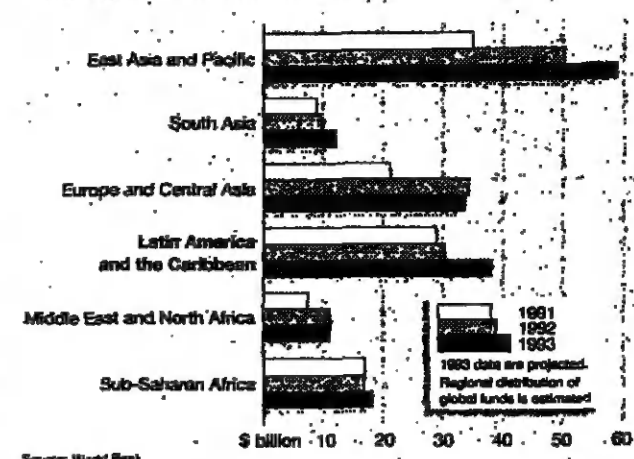
Cementos Mexicanos, the cement giant, and Televisa, the media giant, have targeted both North and Latin America as growth areas for the company. Cemex has taken the decision as part of its strategy of becoming a global cement company, and Televisa largely because of synergies it sees between different Spanish-speaking markets.

In positioning itself as the Spanish language's dominant media company, Televisa has taken significant stakes in Univision, the US Spanish-language network. TGV, a Chilean network, Compania Peruana de Radio Difusion, a Peruvian television network, and has a joint venture in Argentina.

Televisa reckons such stakes will enable it to make higher profits from broadcasting its highly successful television programmes, that have long dominated Spanish-speaking Latin America. Televisa is now expanding cable television in the region, suggesting it has further to go.

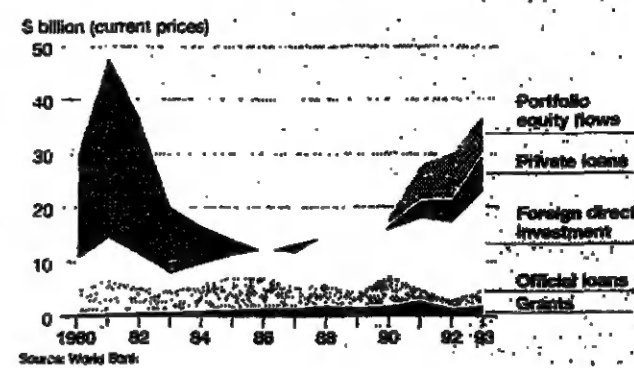
Apart from an important acquisition in Spain, Cemex several years ago bought cement companies in the south of the US, and recently purchased cement companies in Jamaica and the Bahamas. It also has a joint venture with

Aggregate net resource flows



Source: World Bank

Net resource flows to Latin America



Source: World Bank

Puerto, also in the Argentine capital.

Last year, Chilgener was flexing its transAndean muscles again, investing \$90m in a three-way consortium that bought 39 per cent of hydroelectric plant Piedra del Aguila in central Argentina.

Energy companies have not been alone in finding Chile's market of 13m people too small. Santa Carolina, the supermarket group, last April took over a Peruvian chain, while Chilean pension funds (AFPs) - including Santa Maria, Habitat and Provida - have participated in the establishment of a Peruvian private pension fund system to the tune of some \$30m.

In 1992, Dos en Uno, the sweet maker, built a plant in Argentina for \$12m and conglomerate CMPC chose the same location for its \$14m paper factory. Lord Cochran, Chile's biggest printer, has set up a printing press in Buenos Aires in association with Argentina's Atlantida, and one in Brazil with São Paulo publisher O'Globo.

Chile's more ambitious companies, long used to competing in the deregulated domestic market, are proving themselves ever more willing to apply those skills in new, potentially highly profitable, Latin American turf. Central Bank figures for approved foreign investments - which underestimate real outward capital flows - have leapt from only \$10m in 1989 to more than \$400m last year.

Argentina, with an economy more than three times the size of Chile's, has been by far the biggest attraction, accounting for an estimated 65-70 per cent of investments. Peru, which has one of the most ambitious privatisation programmes in Latin America, comes in second, with other investments in Bolivia, Colombia, Mexico and Panama. The shoemaker Dolphin has even invested \$2.3m to begin production in Cuba.

Chilean companies have proved themselves adept at raising finance abroad for foreign ventures. Masisa last year mustered \$58m in the US by placing American Depositary Receipts in New York. Much of that was injected into a \$100m fibre-board plant in Argentina. Chilean pension funds, now marshalling funds of \$15bn, are also about to become more involved in Latin American businesses. Recent capital markets reform allows them gradually to expand investments abroad to 12 per cent of their assets.

Damian Fraser and David Pilling

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LATIN AMERICAN FINANCE 7

THE MARKETS

INTERNATIONAL EQUITIES

Investors are likely to focus on quality

Latin American companies have attracted substantial sums of money from specialist emerging market investors during the 1980s, through an assortment of government privatisations, initial public offerings (IPOs) and secondary share sales.

Latin American demand for money - raised through such international equity offerings - is expected to remain strong, but market analysts point to two likely trends this year.

For a start, international investors may find that the relatively difficult market conditions experienced in February and March continue, calling a temporary halt to the stream of new issues as companies await more favourable conditions. And second, as the various Latin American markets continue to grow and develop, investors will have to be more discerning about the quality of companies in which they invest.

The volume of new international equity issues rose sharply last year, jumping to a total of \$6,060m in 1993 from \$3,560m the previous year, according to figures compiled by Euromoney.

Last year's total figures were boosted by the launch of a very large share offering from YPF, the Argentine oil and gas company, which provided the highlight of the Latin American calendar.

The Argentine government sold a 45 per cent stake in YPF in June 1993, raising a total of \$3bn which included an international tranche of some \$2.3bn. The deal was heavily subscribed by foreign investors and helped to lift the total amount raised from Argentine companies via international

share offerings to \$2.72 bn. Mexican companies completed a total of 25 issues raising \$2.57 bn last year.

This year has started off reasonably strongly with international equity offerings from Mexico, Brazil, Argentina and Chile raising a total of \$1.23bn. But analysts point out that market conditions have been extremely choppy. The US Federal Reserve's decision to raise US short-term interest rates - by 25 basis points on February 4 and by a further quarter point on March 22 - sparked heavy selling in many of the world financial markets and left international investors nervous about future trends in the US, Europe and the various emerging markets.

"Markets are nervous, and the emerging markets will probably feel the global underwriting pinch even more [than the developed markets]," says

Mr Dan Smaller, emerging market product manager at Lehman Brothers in London. He believes that as a result, the pace of new finance from Latin America is likely to slow down in the near term.

Added to this, the political situation in Mexico has not helped sentiment either: in the space of the past three months, Mexico has suffered from a peasant uprising in the southern state of Chiapas, the kidnapping of a senior banker and the assassination of Mr Luis Donaldo Colosio, presidential candidate of the governing party.

International investors

tended to regard Mexico as the bastion of stability in Latin America, so these recent developments have come as a severe shock. Yet analysts still expect to see the country credit rating lifted later this year from sub-investment to investment grade by the key rating agencies and are optimistic that economic growth will pick up again in the second half of the year.

"We still think the markets are fundamentally attractive," says Mr Richard Lamb, director of Morgan Grenfell Asset Management which manages pension and insurance fund money.

There are still plenty of interesting deals waiting on the sidelines for a suitable moment. Market specialists point out that investors can expect to see further privatisations of utilities in Argentina, Brazil, Peru and Venezuela, which are expected to provide "decent-sized" international offerings. On the corporate side, there may be more IPOs and secondary placements, although these may be somewhat smaller in size, according to Lehman Brothers's Mr Smaller.

Mrs Ondine de Villalobos, Latin American equities analyst at Paribas Capital Markets, expects to see a lot of paper coming out of Argentina. "By the end of 1993 - excluding YPF - the government had more or less completed its privatisation programme. Now, it is expected to sell its remaining minority stakes - of around 30 per cent - in companies in the gas transportation, gas distribution and electricity distribution sectors."

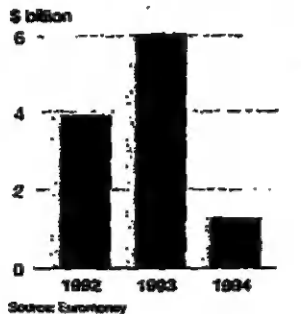
These tend to be the big blue chips, but on the whole, "companies need to give out a lot more information, as this information is not readily available in annual reports," says one analyst.

Investors point out that there is plenty of scope for an improvement in the independent research provided by banks and brokers.

"Banks should provide good research on the company as well as taking a sectoral approach in Latin America and globally," says one Latin American specialist. "The quality of third party research is generally pretty low," says Mr Lamb, but he points out that the US firms are generally taking steps to beef up their Latin American research departments by hiring staff "so an improvement is under way".

Sara Webb

International equity issues for Latin American borrowers



EUROBONDS

Mood turns distinctly sour

Latin American borrowers have seen the mood in the international bond market turn distinctly sour in recent weeks as the combination of higher US interest rates and a host of quite unexpected domestic factors have unsettled investors.

Given the volatile conditions in the world bond markets, Latin American names may well find that they have to accept less favourable borrowing terms on their bond issues for the foreseeable future, offering investors more generous yields to entice them back into the market.

And following the collapse of Banco Latino, Venezuela's second largest bank, in January and the subsequent crisis in the Venezuelan financial system, many investors would be wise to pay closer attention to the creditworthiness of individual Latin American borrowers, especially if some of the less familiar names make an appearance once market conditions calm down.

Latin American borrowers, sovereign and corporate alike, had a field day in the international bond market in 1992 and 1993. While Latin American names raised a total of \$9,640m with 112 separate issues in 1992, the amount raised soared to \$22,580m (218 new issues) in 1993, according to figures compiled by Euromoney.

The evolutionary process has been disturbed by the severe shake-up in the world's bond markets

As interest rates in the US gradually declined during the 1990s, and yields on US Treasury bonds fell to their lowest level in nearly 20 years, US investors searched further afield for high-yielding bonds with enhanced returns.

A wall of money washed across the globe as investors hunted for yield and turned to the emerging markets. Latin American Eurobonds proved attractive investments: they are mainly denominated in US dollars and offer investors a high yield pick-up - known as the yield spread - over US

Treasury bonds, ranging up to about 550 basis points over Treasuries for some of the poorer credits.

Investors were keen to lock into a high yield and make capital gains as bond markets rallied and as yield spreads over Treasuries narrowed, helped by expectations that certain Latin American borrowers such as Mexico would see an upwards revision in their credit rating.

Borrowers were able to raise cheaper funding abroad in the international bond markets than back home in their own domestic financial markets. They raised fixed rate funding in US dollars and used it partly to pay down the more expensive domestic debt and partly to fund expansion.

Several important trends have taken place since the emergence of Brady plans enabled the rehabilitation of Latin American borrowers in the international capital markets. The range of borrowers has widened to include private sector corporate names as well as sovereign borrowers and public sector companies. A handful of Latin American borrowers - such as Cemex of Mexico and the Republic of Argentina - have launched large global bond issues, providing investors with more liquid paper. Borrowers have succeeded in launching longer-dated paper, and have broadened the range of currencies in which their bonds are denominated to appeal to a wider investor base.

"This is a relatively new market, born out of the Brady plans in 1981-82, and it will go through various ups and downs, but it will continue to grow and attract interest," says Mr Jerry Brown, manager of emerging market Eurobond trading at Salomon Brothers in New York.

This gradual evolutionary process has been disturbed by the recent severe shake-up in the world's bond markets.

The decision by the US Federal Reserve to raise interest rates by a quarter point on February 4 upset the world financial markets and left borrowers uncertain about the direction of US interest rates. Until the markets become

more settled, it seems unlikely that borrowers of any description will hurry to issue fixed rate bonds.

However, some Latin American names - including Pemex and Ranamex - have launched floating rate notes (FRN), hoping to take advantage of investor uncertainty. Mr Paul Luke, Head of Emerging Markets Research at Morgan Grenfell, warns borrowers will have to concentrate on the FRN sector in future, and must accept higher yield spreads on their

Mr Brown of Salomon Brothers says that since mid-January, the Mexican market has been extremely volatile due to the peasant uprising in the southern state of Chiapas, the kidnapping of a senior banker in March, and the assassination of Mr Luis Donaldo Colosio, presidential candidate of the governing party.

"We need to see the following happen now - a new presidential candidate, a resolution of the Chiapas situation, and a sorting out of the democratisation process. Until this happens (Latin American) Eurobonds will continue to be volatile," says Mr Brown.

Even so, many Latin American experts are optimistic about the longer-term prospects for Mexico, which is widely expected to have its credit rating raised from sub-investment (or "junk") to investment grade, probably by the end of this year.

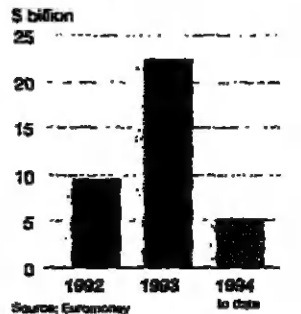
Mr Luke points out that there is a silver lining to the otherwise difficult international background. "Higher US rates do not matter as much as many observers think because 60-70 per cent of Latin American debt is fixed. Moreover, commodity prices have risen by eight times as much as nominal rates in the last six months, so LDCs (less developed countries) face negative real interest rates. Faster US growth is also excellent news

Mary Latin American experts are optimistic about the longer-term prospects for Mexico

for the Latin," says Mr Luke. Ms Leona El-Ali, fixed income manager at Foreign & Colonial Emerging Markets, points out that "countries like Mexico and Argentina have a good domestic story", adding that in Mexico's case, it will benefit from factors such as NAFTA and membership of the OECD. "At the moment, people are concentrating on the international aspects. As this situation is resolved, the local stories will become more important," predicts Ms El-Ali.

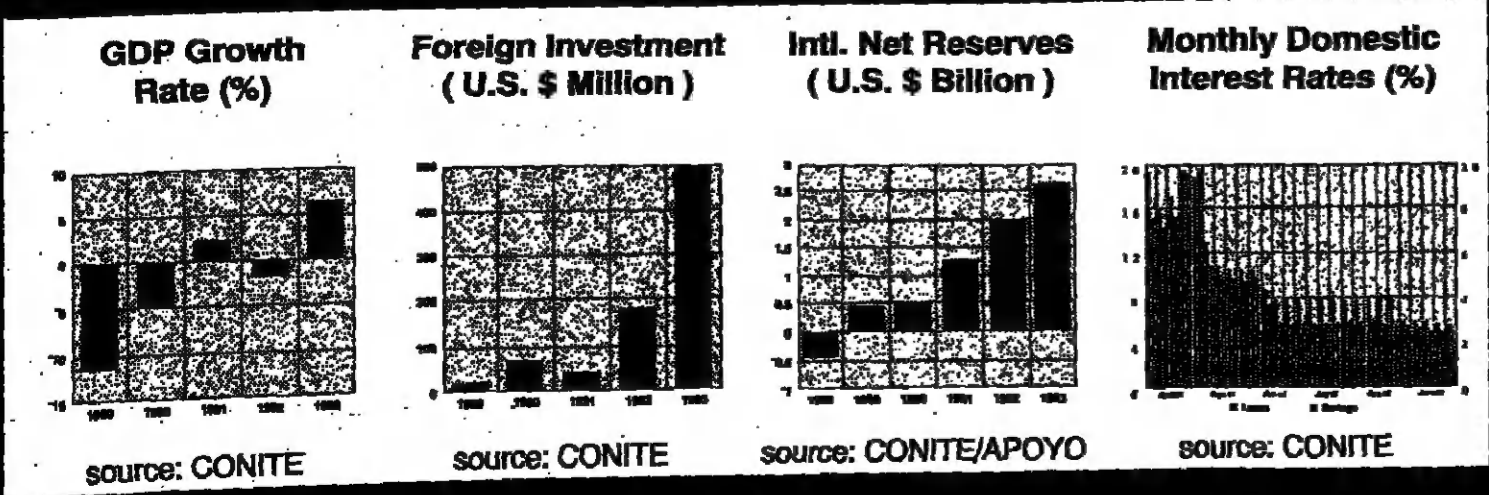
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LATIN AMERICAN FINANCE 8

■ BRADY BONDS

Strong nerves called for

Investors in Latin American Brady bonds will need strong nerves in the coming months to cope with market volatility amid continued political and economic uncertainty. After last year's stellar performance, the region's markets have been ravaged in the past two months by the sharp sell-off that has sent bonds worldwide tumbling.

"Last year we saw the mother of all bull runs - followed by the mother of all crashes," says Mr Peter West, economic adviser at West Merchant Bank in London. "The sell-off wiped out a substantial proportion of the gains made last year."

After posting a record 43.87 per cent return in 1993, Brady bonds in the year to March 24 fell by 14.48 per cent. Salomon Brothers' Brady Bond Index shows. The Brady bond market comprises about \$95bn of bonds converted from loans under commercial bank restructuring agreements in the late 1980s and early 1990s.

The markets' initial slump was triggered by the US Federal Reserve's monetary tightening on February 4, but exacerbated by adverse regional developments, such as the Chiapas uprising in Mexico

and the collapse of Banco Latino, Venezuela's second-largest commercial bank.

The sell-off was further fuelled by heavy selling from highly leveraged short-term participants - including the much-maligned hedge funds - facing margin calls after losses in other markets.

"A big part of the rally last year was due to money flows from people who were not very acquainted with, nor very dedicated to, this market," says Mr Marc Wenhamer, head of fixed-income at Foreign & Colonial Emerging Markets, who hold about \$400m in Latin American bonds.

A second wave of selling was prompted by the assassination on March 23 of Mr Luis Donaldo Colosio, Mexico's leading candidate for the presidential elections. "This put another damper on the Mexican bond market and its neighbours and seemed to weaken the prospects for the long-awaited upgrading of Mexico's credit rating. For months, bankers have been hoping that Mexico's foreign debt rating will be raised to investment grade, from its present sub-investment level. An upgrade would have significantly widened the potential investor

based for Mexican bonds.

Standard & Poor's recently affirmed its BB+ rating (one notch below investment grade) and its positive rating outlook, but few expect an upgrading this year. Moody's Investors Service rates Mexico's long-term Eurobonds Baa2, two notches below investment grade, and its par and discount bonds Baa3.

Faced with continued political and economic uncertainty and resulting market volatility, investors have remained cautious. However, for now, few observers see the threat of last year's heavy inflows being reversed this year. "The flows will tail off, but they will continue at lower rates," predicts Mr Paul Luke, senior economist at Morgan Grenfell.

Although some short-term participants and US mutual funds have pulled out, longer-term investors, including insurance companies and pension funds, have been reported to be testing the waters. More-

Debt traders: the top 10
Turnover in emerging markets for restructured debt and leading traders ranked by volume

Trading house	Rank	1993	1992	1991	1990	1989
JP Morgan	1	2	3	193.0	64.0	26.0
Salomon Brothers	2	5	7	153.9	47.0	17.0
Chemical Bank	3	3	1	130.0	50.3	31.0
Chase Manhattan	4	4	2	123.0	49.0	27.0
Citibank	5	6	8	116.0	40.2	19.4
Morgan Grenfell	6	1	4	107.9	67.8	22.0
Merrill Lynch	7	7	5	83.0	38.4	16.0
Lehman Brothers	8	15	20	68.0	17.0	3.0*
ING Bank	9	8	5	65.0	33.7	20.2
Bankers Trust	10	12	12	53.5	25.0	10.0

* Defined to capture the secondary market for restructured and imposed commercial bank debt, but excluding primary and secondary Eurobond markets, and local currency and dollar-denominated local market instruments. * Last four months of 1991

Source: Risk magazine market survey, February 1994; trading houses' calculations of their own turnover and estimates of total turnover

over, there is a feeling that the next wave of buyers is not looking for a quick killing, but will need to take a more realistic investment approach.

"The recovery will probably be more gradual, but also more stable," says Mr Luis Luis, chief economist for emerging markets at fund managers

Scudder, Stevens Clark in New York, who invest some \$1.5bn in emerging bond markets.

"I hope we'll get greater selectivity by more discerning investors," says Mr Wenhamer.

At present levels, Latin American Brady bonds look cheap. Moreover, the ferocity

of the recent sell-off has created anomalies in certain sectors which offer "a good buying opportunity for long-term investors," says Mr Luis.

Take floating-rate bonds. Since their coupon is pegged to money-market rates, floaters are usually protected from sharp jumps in long-term yields and gain value when short-term rates rise. However, during the recent bond market sell-off, Brady floaters fell sharply, effectively behaving like long-dated fixed-rate bonds. With no fundamental changes to justify this move, their slide was largely a function of supply and demand factors - leveraged participants liquidating their positions. Thus, "these bonds are undervalued, and will increase in yield as rates rise," says Scudder.

Interestingly, even during the recent heavy sell-off, "the market maintained its ability to handle heavy flows," says Mr Joe Boyle, head of emerg-

ing markets trading at Chase Manhattan Bank in New York. Bid-offer spreads did not widen significantly and there was no lessening in liquidity during the turmoil. "This testifies to the depth of the market."

Still, the Colosio assassination sent shock waves through the markets which are likely to reverberate in the region for some time. "It increases the perception that Mexico still has a long way to go in opening its political system and dealing with social imbalances," says Mr West at West Merchant Bank. "This may make some investors look at these markets with more caution than before."

"Mexico has always been regarded as a benchmark for the region - all the other markets trade off it," says another analyst. But while she expects the neighbouring markets to track Mexican bonds, the increase in the political risk could cause neighbouring markets' yield spreads over Mexican bonds to tighten. "The fundamentals in the other countries are still what they were before the assassination."

With sentiment shifting from the rampant optimism of last year to overwhelming bearishness of late, good news has

tended to be ignored, says Mr West. However, "once things settle down, people will focus on the positive news," he predicts. These good tidings will include progress in the ongoing debt restructuring by countries converting their former bank loans into Brady or Brady-style bonds.

Brazil is set to complete its \$2bn debt restructuring by April 15, making it the last of Latin America's big four debtor countries - the others being Mexico, Venezuela and Argentina - to complete a Brady-style debt deal. Brazil's bank creditors recently decided to go ahead with the restructuring even though Brazil failed to win a standby loan accord from the IMF.

Next in line is Bulgaria, which is expected to exchange its debt by June 30. Some say the deadline may be extended due to administrative delays, but most market observers expect the deal to be completed later this year.

Among other ongoing Brady-type negotiations, Ecuador appears to be closest to an agreement in principle, while Panama and Peru continue talking with their creditors.

Conner Middelmann

■ DERIVATIVES

Funds flow into options

The huge investment flows into Latin American securities over the past few years have fuelled rapid growth in the use of derivatives in the region and beyond. Bankers who have been involved in the development and marketing of these structured fixed-income and equity products, mainly in the form of options and warrants, say their main attraction is that they provide investors with a highly-leveraged exposure to Latin America at a fraction of the cost of buying the underlying securities. At the same time, they offer investors a certain amount of protection against the inherent volatility in these markets.

"If you want to delve into Latin America with limited risk then options are the way to do it," says Mr Louis Hanover, a specialist on emerging market debt derivatives at Merrill Lynch in New York.

However, others have reservations about the risks associated with derivatives on such volatile underlying securities. They point to the lack of a recent price history to allow one to judge volatility of the underlying security - a critical factor in its pricing. A further concern is the relatively high chance of liquidity drying up in the event of a price collapse or the repatriation of international funds which have been invested in Latin

America over the past few years.

Mr William F. Truscott, an equity fund manager at Boston-based fund manager Scudder, Stevens & Clark, says of derivatives: "We haven't made active use of them. You have to look at them very closely to make sure that you're not overpaying - particularly if you're buying over-the-counter options."

Nevertheless, the early suc-

cess of the industry has drawn attention away from the risks. Derivatives fans point to the mushrooming trading volumes in derivatives on Latin American debt following the restructuring of Latin American sovereign bank debt through the issuance of Brady bonds. Mr Hanover estimates that around 300m options on notional bonds are now traded on a daily basis.

Mr Jordi Wiegand, head

of asset trading at the Dutch bank, ING, in São Paulo, expects the trading volume in derivatives on Brazilian debt alone to rise threefold this year to \$40bn to \$50bn from \$18bn last year. "The liquid underlying market has enabled the derivatives market to develop," says Mr Wiegand.

He adds that warrants offer best possible leverage to a volatile market. "You can buy the

underlying security and get a yield of 12 to 13 per cent but you run the risk that the country will not be solvent in two years' time," he says.

On the equity side, bankers say that the derivatives business has been given a significant boost by the wave of privatisation which has swept through the region since the late 1980s.

Mr Jeremy Campbell-Lamerton, managing director of Inverlat International, the London-based European operation of Grupo Financiero Inverlat, Mexico's fourth largest financial institution, says that the progress has been substantial in three fields.

First, the options exchange in Chicago now has contracts on 10 Latin American companies, providing international investors with exposure to companies in Mexico, Brazil, Chile and Argentina. These include Telcel, the Mexican telephone company; Ica, the Mexican construction company; Panamco, a US-listed

Panamanian company which has Coca-Cola interests in Mexico; Aracruz, the Brazilian pulp and paper company; CTC, Chile's telephone company and YPF, the Argentine oil group.

Second, most countries in Latin America now have thriving options exchanges for local investors. Although the life of the options is short, around 28 days, trading volume in the instruments is significant, particularly in Argentina and Mexico where the market's capitalisation is estimated at \$100m.

There have also been issues of domestic over-the-counter (OTC) warrants on Brazilian and Mexican stocks denominated in local currencies, though foreigners are less interested in these products, mainly due to the currency risk.

As a result, there has been a third area of growth in Latin American derivatives for which international investors have shown a formidable appetite, namely the dollar-denominated OTC market in so-called "synthetic" warrants.

These warrants, which for the most part are exercisable into the American Depositary Receipts (ADRs) of Latin American companies, are "synthetic" since they have

not issued by the companies but by banks which have identified a pool of demand from their clients. The warrants can also be cash-settled.

Since the warrants are priced in dollars, the holder does not need to worry about capital controls or currency risk. In addition, trading in many of the warrants can be settled through Cede and Euroclear, Europe's two main clearing houses.

Mr Campbell-Lamerton says that this market has grown rapidly over the past 12 months and estimates that there are now 120 issues compared with fewer than 10 issues one year ago. Volume is thought to be around \$2bn. Although the market is at an early stage, its future development will be limited by the finite pool of ADRs which can be used, Mr Campbell-Lamerton says.

The warrants are not "covered", that is the issuing bank will not actually own the underlying securities. However, the issuing bank will have hedged itself by taking out a series of options so that if the warrant holders exercise their rights, the bank can deliver the goods.

Antonia Sharpe

■ PENSION FUNDS

Hospitable laboratory

European states, anxious to reform their overburdened state pension schemes, would do well to take a look at Latin America.

There, governments are beginning to put in place attractive alternatives to their creaking pay-as-you-go state pension schemes which rely on contributions from existing workers and their employers to pay benefits to those already retired. The reforms involve the diversion of employee contributions to long-term individual savings accounts and away from the state pension scheme.

In the process of this reform, Chile, the pioneer in Latin America, has built up a domestic capital market valued at over \$15bn. These newly-created Chilean pension schemes, begun in 1981, provided 72 per cent of all domestic investment by the end of 1991. And, unlike the recent surge of foreign investment into Latin America, which can flow out as easily as it flowed in, domestic pension funds provide capital which is here to stay.

"When private pension schemes first started in Chile, there really wasn't a domestic capital market," said Mr Tim Sharples, a director at Callund and Co, an actuarial consulting firm specialising in Latin America.

The growth of assets under management has been so swift that Chilean regulators have had to gradually relax the investment restrictions placed on the private pension schemes. According to data from Chile's Superintendent of Retirement Fund Administration Companies (AFJP), the average pension fund's investment in equities has risen from nil in 1981 to about 10 per cent in 1984 to roughly 40 per cent by the end of 1991.

Moreover, currency-matching requirements have been relaxed, allowing for some investment abroad.

Chile's neighbours have watched its emerging pension fund business with growing interest. Last May, Peru put in place its own version of Chile's dramatic reform of its state pension system, while Argentina will launch its pension reforms on June 1 this year. Colombia has recently passed legislation allowing for similar reforms while Bolivia is also examining the same structure.

Pension reform in Latin America is proving attractive especially to US-based insurance companies and fund managers. American International Group (AIG) has a significant presence in the pension fund management business there, and UK-based fund management companies are anxious to export their expertise. For instance, Mr Win Bischoff, chief executive of UK merchant bank Schroders, recently pinpointed Argentina as a potential growth region for the group's investment management business.

But aside from the potential that pension reform offers service providers, Chile's shift to a funded pension system is being closely watched, particularly by European governments anxious to do the same.

For most countries, making the shift is complicated by the fact that the bill for those already receiving state pensions, is paid by current workers. If the contributions of those workers were to be diverted to long-term savings accounts, governments would have to meet the pensions bill out of tax receipts - something most governments are unable to even contemplate.

Mr Sharples notes that Chile was to some extent bailed out by its demographics: it has far fewer pensioners per worker than most European states. Moreover, it guessed - correctly - that the 1980s would be a decade of strong economic growth which would enhance its tax receipts.

To finance its existing pension obligations, Chile issued long-term bonds and set investment rules requiring AFJPs,

the managers of the funded pension schemes, to buy them. Thus, Chile was able to recycle much of the individual savings in a way which allowed it to meet its own pensions bill.

Moreover, it changed the way national insurance contributions were treated. Instead of the previous system which made NI contributions a liability of the employer, they became a liability of the employee. "Tax avoidance decreased because people could see a reason to declare their earnings and make a payment," Mr Sharples said.

Meanwhile, western governments may find other lessons to be learned from the Latin American pensions experiment. For instance, both the Chilean and Argentine systems are compulsory for younger workers, with older workers having the option of either remaining in the state scheme or choosing a private pension.

Also, both countries have chosen to cap costs. In Chile, three percentage points of the 13 per cent of each worker's pay which goes in contributions is set aside to cover life insurance and disability insurance premiums and costs.

Overall, the Latin American experiment with pension reform offers a few crucial lessons for other western governments grappling with a state pensions bill threatening to run out of control. However, the peculiar demographic and economic conditions at work there may make it a much more hospitable laboratory for such experiments than other more industrialised nations.

Norma Cohen

Reforms set the pace

Continued from page 1

tively heavily indebted and have yet to develop strong foreign exchange earnings capacity that will be needed to service their foreign liabilities in the future. According to Ms Marilyn Skiles, an economist with JP Morgan, "The current availability of external finance provides these countries with an opportunity to develop competitive export sectors. Unless this happens, the countries

may be vulnerable at some point in the future to a sudden shift in investor preferences."

The international capital market is an often capricious master as this year has forcefully demonstrated. While Latin America continues to need foreign capital, its governments are likely to be subject to its whims. Liberation will come only for those countries that succeed in the difficult task of increasing their own domestic savings rates.



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